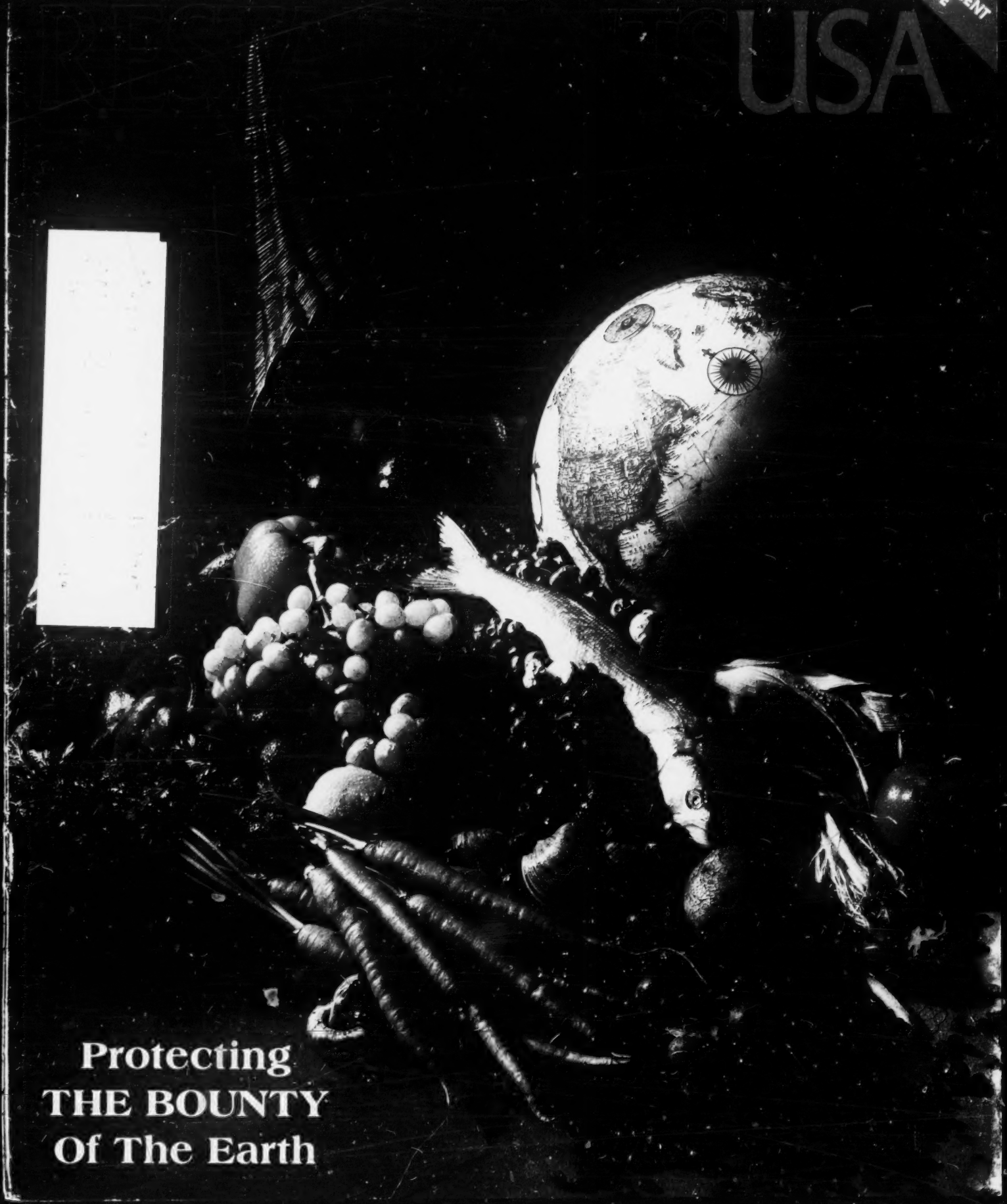
PLASTICS ■ SOLID WASTE ■ RECLAIMED WATERWAYS

THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION

VOL. 9 □ NO. 7 □ AUGUST 1989

SPECIAL ENVIRONMENT ISSUE

USA



Protecting THE BOUNTY Of The Earth

ASSOCIATION MEETINGS

SEMINARS

Basic Foodservice Courses

Dining Room Management

8/21	Portland, OR
8/22	Seattle, WA
9/12	Dallas, TX
9/13	San Antonio, TX
9/18	San Francisco, CA
9/19	San Diego, CA
9/26	Philadelphia, PA
10/10	Washington, DC
10/11	Charlotte, NC
10/16	Phoenix, AZ
10/18	Los Angeles, CA
11/7	Richmond, VA
11/9	Orlando, FL

Kitchen Management

8/22	Chicago, IL
9/19	Toronto, Ontario, Canada
9/21	Vancouver, BC, Canada
10/2	Pittsburgh, PA
10/3	Cleveland, OH
10/4	Raleigh/Durham, NC
10/16	Phoenix, AZ
10/30	Minneapolis, MN
10/31	Detroit, MI
11/6	Philadelphia, PA
11/7	Atlanta, Ga
11/8	Tampa, FL
11/13	Dallas, TX
11/14	Houston, TX
11/15	Chicago, IL
11/20	Nashville, TN

Foodservice Management Courses

Banquet Management

9/26	Chicago, IL
10/10	Boston, MA
10/11	Atlantic City, NJ
10/17	Portland, OR
10/18	Spokane, WA
11/6	San Francisco, CA
11/7	Los Angeles, CA

Food Cost Management

9/19	Chicago, IL
10/3	Rochester, NY
10/4	Boston, MA
10/17	Minneapolis, MN
10/18	Milwaukee, WI
10/25	Louisville, KY
10/26	Tampa, FL
11/14	Los Angeles, CA
11/15	San Francisco, CA
11/28	Baltimore, MD
11/29	Pittsburgh, PA

Fighting the Labor Crisis

8/15	Boston, MA
9/25	Baltimore, MD
9/26	Minneapolis, MN
9/27	Cincinnati, OH
9/27	Denver, CO
10/23	San Diego, CA
10/24	San Francisco, CA
10/25	Los Angeles, CA
10/25	Chicago, IL
11/1	Detroit, MI

Healthy Profits Through Nutrition

9/18	Chicago, IL

Promoting Your Restaurant

10/3	Chicago, IL

Merchandise Your Menus

9/11	Chicago, IL

Off-Premises Catering

9/25-26	Long Beach, CA
10/9-10	Baltimore, MD
10/16-17	Pittsburgh, PA
11/6-7	Denver, CO
11/28-29	Chicago, IL

Profitability

8/21	Chicago, IL
9/11	Boston, MA
9/12	New York, NY
9/18	Louisville, KY
9/19	Charlotte, NC
10/16	Orlando, FL
10/17	Atlanta, GA
11/13	Portland, OR
11/14	Seattle, WA

Successful Buffet Management

9/11	Nashville, TN
10/2	Washington, DC
10/23	Charlotte, NC
11/13	Detroit, MI
11/14	Chicago, IL

Stop Theft

11/6	Chicago, IL

Takeout Delivers Profits

10/23	Chicago, IL

Note: *All Chicago seminars are held in The Educational Foundation's Conference Center at 250 S. Wacker Drive.*

For information, contact:
Educational Foundation of the National Restaurant Association
250 South Wacker Drive
Chicago, IL 60606
(312) 715-1010 or 1-800-522-7578.

If your company is interested in our in-house programs, call or write to the attention of Jeff Harrison at the above address.

EXECUTIVE STUDY GROUP SERIES

Financial Officers
10/4-6 Lake Tahoe, NV

Foodservice Purchasing Managers
10/4 Dallas, TX

Internal Auditors
9/19-22 Lake Tahoe, NV

Labor Relations
9/21-22 Washington, DC

Large Independent Operators
8/23-25 Amarillo, TX

Management Information Systems
10/17-22 Newport Beach, CA

Marketing Executives
10/18-20 Scottsdale, AZ

Multi-unit Architects, Engineers and Construction Officers (MAECO)
10/2-4 Dallas, TX

Quality Assurance
10/16-18 Las Vegas, NV

Safety Officers
7/11-13 Asheville, NC

Tax Executives
10/4-6 Lake Tahoe, NV

For more information on specific study groups, contact: Philip Kralovec, (312) 853-2525.

The Executive Study Groups present semi-annual professional development programs for executives who would like to meet with their industry peers to share ideas and concerns. Executives in each of the aforementioned disciplines from member foodservice companies are welcome and encouraged to participate.

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RESTAURANTS USA

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PRESIDENT'S REPORT

Harris H. "Bud" Rusitzky, President,
Serv-Rite Food Service and Consulting Corporation,
Pittsfield, New York

When the world's environmental concerns serve as the focal point of an international summit meeting, as they recently did, it becomes clear that land, air and water problems are reaching the serious stage. In reports and personal appearances, President Bush repeatedly has appealed to Americans "to address pollution and environmental degradation." People are realizing that our food safety and waste problems cannot be easily tossed aside.

As the public's concerns mount, now is an ideal time for our industry to take an active stance and for us to assume leadership positions in our communities concerning this important issue. If we step forward now, we can help define the direction of the response to the variety of issues that eventually will be encompassed by the environmental agenda. That is why this special edition of ***Restaurants USA*** is focused on the environment and restaurateurs' important role in such areas as solid-waste management.

We have no time to lose. Already there is some grassroots activity concerning the environment. State and local bodies are trying to show their constituencies that they are being responsive to environmental issues by proposing well-intentioned but misdirected bills, which often single foodservice out as a cause of the problem. A number of communities, including Portland, Oregon; Minneapolis, Minnesota; Newark, New Jersey and Suffolk County, New York; are passing ordinances that would ban most throwaway plastic food packaging that is not naturally degradable, returnable for reuse or acceptable for recycling. Bills in New Hampshire, New Jersey, North Carolina and several other states would impose taxes of up to four cents per container on all nondegradable packages.

At the root of all this legislation are the many misperceptions the public holds about the foodservice industry's interaction with the environment. The examples are numerous. For example, *The Washington Post* ran a story in July that used plastic foam food containers as an example of chloroflourocarbon (CFC) usage. In reality, the foodservice and plastic industries completed a total phaseout of CFCs last year, spending millions of dollars in the process.

Similarly, many Americans suffer from the common misperception that foodservice disposables account for a large portion of the country's trash. In actuality, despite the visibility of takeout and fast food packaging, foodservice disposables account for less than one-third of one percent of the trash in landfills.

We need to get a new message across to the public. We need to stress the positive steps we have already taken and those that we plan to take. We need to let people know that many restaurateurs already have acted effectively to protect the environment, raising funds for wildlife, underwriting artificial reef development, and voluntarily phasing out CFCs. Also, we need to publicize the reliable anthropological study that showed that fast food disposables account for less than one-third of one percent of total landfill waste.

Clearly, educating—or reeducating—the public is one of the most needed responses to the nation's environmental problems. It is essential that

foodservice operators take a leadership role in this education process. But before we can assume a leadership role, we have to know the facts—and that is what this special issue of ***Restaurants USA*** is all about. Restaurateurs need to know the facts for three reasons: (1) so we can correct misperceptions regarding the amount and nature of foodservice industry-generated waste, (2) so we can implement socially responsible solutions in our operations, and (3) so that we can take the initiative in developing well-balanced solid-waste-disposal plans for our communities.

The bottom line is that something must be done about how our society handles its environmental problems. These problems will not go away if we ignore them. Our industry has an easy decision to make: Either we let the problem, the activists and the government control us—or we take an active role ourselves as part of the solution.

The articles in this issue will give you answers to many of the questions you might have about foodservice and the environment. They should also put you in a better position to respond to members of your community and to assume a role as a positive contributor to the trash solution.

Once you have established your sincere desire to contribute to the cleanup of your community and your operation, take steps to let people know about your efforts. For example, if you introduce a glass recycling program in your restaurant, keep statistics on how many pounds of glass you are saving from the dumpster each month and each year, and put out a press release to your community newspaper detailing the amount of landfill space you have saved.

I think you will agree that it is good business to position yourself as part of the solution rather than as part of the problem. By taking voluntary steps to reduce waste, you may avoid skyrocketing disposal costs and future restrictive legislation. Just as importantly, however, the members of your community will feel better about your restaurant when they see that you are responsibly taking action for the future. If not, we all run the risk of being buried under an avalanche of trash and damaging publicity.

Sincerely,

Bud Rusitzky

Harris H. "Bud" Rusitzky
President and Chairman of the Board

RESTAURANTS USA

COVER STORY: ENVIRONMENT

It is time for restaurateurs to turn their attention to protecting the environment. Solid waste, plastics, use of chemicals, animal rights, air quality, and food and water safety are some of the issues on the environmental agenda. These concerns will extend into the 90s as government, business and the public turn their attention to cleaning up the earth and conserving natural resources. ***Restaurants USA*** presents this special issue to explain how environmental concerns are affecting the restaurant industry and to help operators define their role in protecting the earth's bounty.

12 Restaurateurs protecting the environment
This article profiles several restaurants that have taken steps to protect the environment—from helping to clean up the Alaskan oil spill to supporting artificial reef development.

16 America's trash crisis—and what you can do about it
Solid waste. Those two words conjure images of overflowing landfills and wrappers blowing in the wind. Even though restaurants are responsible for less than one-third of one percent of the landfill content, foodservice products are disproportionately visible—and so is public concern. To understand this most pressing problem and some possible solutions, turn to page 16.

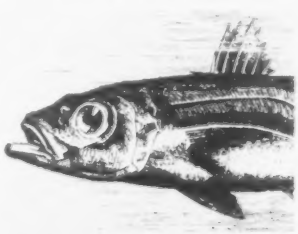
22 Misguided panic over plastics
Plastics are not the bad guys they are made out to be. Through responsible manufacture, use and disposal, plastics can continue to play an important role in foodservice packaging—without hurting the environment.

24 Napkins into art
Who would think that the common paper napkin could enjoy an afterlife as fine art? Seeing is believing—turn to page 24.

26 About creepy, crawly, squirmy things
Cockroaches, mice, rats and flies stalk restaurants, looking for food and shelter. The best defense against these dreaded creatures is to apply "integrated pest management"—a technique that focuses on keeping them out in the first place.

29 Reclaimed waterways
The water has a timeless appeal for customers who enjoy the soothing views. As American waterways are cleaned up and rejuvenated, restaurants are appearing on their shores in increasing numbers.

30 Aquariums—a watery world
And for inland establishments that want to bring the water inside, there are aquariums.



32 Water—more than H_2O
There is more to water than its chemical makeup. Each glass of water you serve your customers is only as clean and pure as its source.

34 Viewpoint—seafood is safe to eat
A representative from the National Fisheries Institute tries to put to rest the recent concern about the safety of seafood.

Cover photo by Gary Landsman; globe courtesy of the Nature Company

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- ☐ Salad days over?
- ☐ Beautiful ceilings

SHORTORDERS

PROTECTING THE ENVIRONMENT

Denny's Restaurant helps promote commuter courtesy

Connecting with commuters. Abe Levy, founder and chairman of the Drivetime Foundation, joins Reggie Williams, manager of the Denny's Restaurant in Hollywood, California, in a toast to safe driving at the official Drivetime Day celebration in Los Angeles on June 9. Denny's hosted hundreds of drivers, who were invited to take a break from their morning commute and drop by the restaurant for a complimentary breakfast, a commemorative Drivetime Day car sunshade, commuter coffee mugs and key chains.

A meal—and a babysitter

The Hyatt Regency New Orleans has an innovative solution for parents who long for a romantic dinner out but can't find a babysitter: They can visit the Top of the Dome, the hotel's revolving rooftop restaurant, and receive free child care while they dine.

As adults enjoy a spectacular view of the city and savor specialties, such as *Seafood Ragout Skillet* and *Crescent Prime Rib*, children ages 3 to 15 can enjoy fun-filled activities supervised by trained counselors at Camp Hyatt. The hotel's summer program for children features arts and crafts, movies, cooking demonstrations and other activities on Friday and Saturday nights from 6 p.m. to 10 p.m.

Camp Hyatt is part of Hyatt Hotel Corporation's effort to attract vacationing families this summer. Hyatt Hotels throughout the United States are offering half-price rooms and meals for children, a welcome packet of Camp Hyatt items and supervised weekend activities for young travelers so parents can enjoy a night on the town.

Cafe responds to environmentalists

After several months of discussion at Leon's Food Enterprises, the North Haven, Connecticut-based franchise company that includes Leon's Bakery Cafes, management has eliminated the use of foam at its New Haven outlet. The highly visible restaurant had been the target of many concerned citizens who lobbied to have the offending substance replaced with biodegradable materials.

The company replaced all foam substances (the trays, soup cups and plates contain some percentage of foam) with far more expensive cardboard and paper goods. It plans to maintain current prices, absorbing all the extra expenses incurred.

Catastrophe major medical insurance can supplement Medicare

If you're a Medicare recipient and you have a supplemental catastrophic major medical insurance plan, you're probably wondering just how important your additional coverage is in light of the new Medicare Catastrophic Coverage Act that went into effect January 1, 1989.

The answer? It really depends on your financial status—unless you're extremely well off and can afford to pay what Medicare doesn't, it still pays to have a catastrophe plan on your side.

Here's why. The most recent studies show that physician and hospital-billed charges are estimated to be 30 to 35 percent higher than Medicare-approved charges. And any expenses in excess of Medicare-approved charges are the insured's responsibility.

Catastrophe major medical plans were designed by the insurance industry to take over when the basic health-insurance carrier—and that includes Medicare—stops paying. In contrast, an insurance plan labeled as a Medicare supplement plan would only pick up any unpaid Medicare-approved costs such as deductibles and copayments. There isn't such a restriction on a catastrophe major medical plan.

In addition, many catas-

Fundraising to help others

□ Customers who ordered a cold, frosty mug of A&W Root Beer during May supported the Arthritis Foundation. Ten cents for each drink sold went to the organization. "Help Bear Their Pain" was the catchy name given to the fundraiser sponsored by A&W Restaurants, which raised $90,000.

□ In San Francisco, Square One donated $775, a portion of one day's receipts, to the United Way. The restaurant sponsored a United Way Restaurant Night for the second year in a row.

□ This spring, Subway stores in 34 markets nationwide participated in the annual March of Dimes WalkAmerica, contributing some $31,000 in food, money and manpower for the prevention of birth defects. A comparable donation was made last year when Subway sponsored volleyball games for the March of Dimes.

□ More than 120 golfers teed off June 26 for a charity tournament sponsored by the Northern Virginia Restaurant Association. The tournament raised $15,000 for United Cerebral Palsy.

trophe major medical plans also provide partial benefits for nursing-home care Once again, the catastrophe plan's nursing-home benefits usually begin only after all of Medicare's benefits have been depleted and the catastrophe deductible has been satisfied.

However, since the new Medicare only provides 150 days of coverage in a skilled-nursing-home facility, additional nursing-home coverage may be welcome. As a plus, a catastrophe plan can provide additional benefits for intermediate and custodial care. With an estimated 90 percent of nursing-home patients requiring custodial care—one of the types not covered by Medicare—insurance to pay at least some of the cost is important.

The National Restaurant Association offers a catastrophe major medical insurance plan. For further information, contact the association's insurance administrator Albert H. Wohlers & Co., NRA Group Insurance Plans, 1440 N. Northwest Highway, Park Ridge, IL 60068-1400. Toll free: 1-800-323-2106. In Illinois: (312) 803-3100.

Food for firefighters

When forest fires recently raged through parts of Utah, Nebraska and the Rocky Mountains, Grisanti's Casual Italian Restaurant, located in Arvada, Colorado, donated more than $5,000 worth of chicken and beef to firefighting camps at the Boulder Canyon Fire, Mesa Verde National Park, and the Ft. Robinson Fire in Nebraska.

According to general manager Eric Newton, Grisanti's wanted to help in the campaign to preserve the forests by providing food for hungry firefighters. "The Rocky Mountains boast some of the most spectacular scenery in the country," believes Newton. "This last series of fires seriously threatened that beauty. When we learned that Nobel Sysco, a food broker and one of our largest suppliers, was leading an effort to donate food products, we decided to join the cause."

As many as 500 firefighters were stationed at various camps within the vicinity of the fires. Each camp had its own cook and prepared the donated food with its own recipes.

ACF lobbies for National Culinary Week

Professional chefs and cooks from the American Culinary Federation (ACF) have banded together to seek support for passing a congressional bill to designate October 15 to 21, 1989, as National Culinary Week. The ACF members have initiated an aggressive grassroots letter-writing and phone-calling campaign and urge all who are aligned with their industry to do the same. The goal is to raise public awareness relating to the American professional chef and culinarian.

Rediscovered posters

A decorating find. Fine-arts consultant Bernice Jackson of Concord, Massachusetts, has rediscovered 83 original poster paintings of the famed Rockettes of Radio City Music Hall. These impressive works, by artist George Telo (the artist for Radio City Music Hall for more than 30 years), were used to advertise the performances of the Rockettes from about 1940 to 1976. Large in size (72 by 54 inches), the poster paintings feature cutout figures of the dancers, in charming, colorful and sometimes outrageous costume, silhouetted against a stage set design. The themes range widely—from a salute to Irving Berlin, to exotic life in Samoa, to the down-home sounds of the American South. For more information, contact Jackson at P.O. Box 1188, Concord, MA 01742; (508) 369-9088.

Paying with a check

TeleCheck Southwest, the Houston-based check-authorization company, and Mama's restaurants in San Antonio have teamed up to offer consumers the option of paying for their meals with the preferred form of payment . . . the personal check.

The TeleCheck/Mama's program, a 90-day pilot promotion, was developed with the help of the Texas Restaurant Association (TRA) in response to increasing customer demand for more payment options in restaurants.

"Ours is one of the first state associations to implement such a program," says David Gibbs, TRA vice president/member services.

During the promotion, servers at all four San Antonio Mama's restaurants will sport red-and-white buttons on their uniform shirts inviting customers to write checks. Colorful table tents and menu stickers will reinforce the invitation.

To generate additional interest in the program, oversized postcards touting the promotion will be mailed to households near Mama's restaurants. Patrons who pay for their Mama's meals with a check will receive a free movie rental from Blockbuster Video.

Association assails Koop report on drunk driving

Efforts to combat drunk driving by reducing the availability of alcohol in restaurants would be "misdirected" and "counterproductive," said William Latham, chairman of the National Restaurant Association's Alcohol Awareness Task Force, during June 21 testimony before the Senate Governmental Affairs Committee.

U.S. Surgeon General C. Everett Koop's May 31 recommendations to Congress on ways to curb drunk driving included calls to sharply increase alcohol taxes, reduce serving hours, eliminate happy hours, require certification for alcohol servers and strengthen liquor liability statutes. His list of recommendations is based on a 1988 workshop on drunk driving that the National Restaurant Association was not invited to attend.

"The principle here is the same as the principle behind Prohibition," said Latham. "It didn't work earlier in the century, and it won't work now."

Detailing the association's own programs against drunk driving, Latham asked Congress not to take any action on the Surgeon General's recommendations until a broader consensus is developed.

The association's recommendations would include a massive public education campaign, stricter enforcement of drunk-driving laws and effective treatment for alcohol abusers, Latham said.

Association director Bill Latham (Mississippi Restaurant Management, Inc., Jackson) discusses the restaurant industry's efforts to reduce drunk driving before the Senate Governmental Affairs Committee.

DC ROUNDUP

□ **Senate panel okays minimum-health-benefits bill.** In a straight party-line vote (9 Democrats voting "yes," 7 Republicans voting "no"), members of the Senate Labor and Human Resources Committee signed off July 12 on S. 768, a bill by Sen. Ted Kennedy (D-MA) to require all employers to provide health insurance to workers employed for more than 17.5 hours a week.

The measure has met with heated opposition from the National Restaurant Association and other business groups. Although Kennedy says he wants to bring S. 768 to the Senate floor this fall, his chances for success are probably slim. The association continues its vigorous lobbying against S. 768 and its House companion, H.R. 1845.

□ **Section 89 change likely.** By mid-July both the full Senate and the House Ways and Means Committee had signed off on similar bills that would make substantial changes to Section 89, the employee-benefits-nondiscrimination law. Action by the full House is expected later this summer.

The plans delay Section 89 requirements until 1990 and greatly simplify the tests employers must run on their benefit plans. Under both bills, employers who make affordable health-insurance plans available to at least 90 percent of their non-highly-compensated workers would be in compliance with the law.

In a victory for foodservice, both proposals would exempt employees working less than 30 hours a week from Section 89 testing. Nonetheless, the National Restaurant Association continues to campaign for outright repeal of the complicated law.

□ **Association questions INS subpoena power.** Late last month the National Restaurant Association filed a "friend of the court" brief on behalf of a Texas restaurateur.

The restaurateur, Gilbert Ramirez, is contesting the authority of the Immigration and Naturalization Service (INS) to issue subpoenas during investigations of employers for hiring and paperwork violations.

Ramirez won the first battle in a U.S. district court, but INS has appealed the ruling to a federal appeals court. Both Ramirez and the National Restaurant Association maintain that administrative law judges *only*—not INS—have the power to issue subpoenas to compel documents and testimony from employers.

The appeals-court decision is likely to set a legal precedent that will affect similar cases across the country.

□ **Earnings test may be lightened for senior citizens.** In a move that could give older workers the incentive to remain in or rejoin the workforce, the U.S. Senate last month approved a proposal that increases by $1,200 the amount Americans aged 65 to 69 can earn annually before they begin to lose Social Security benefits.

The National Restaurant Association is lobbying for the House to pass a similar measure, hoping the change would help widen the pool of prospective employees for foodservice jobs.

Under current law, any senior citizen earning more than $9,360 in 1990 would forfeit $2 in Social Security benefits for every $1 earned over that limit. The Senate measure would increase this earnings limit to $10,560.

—Denise Roach

Foundation announces Thad Eure memorial fund to aid education

The Educational Foundation of the National Restaurant Association has established an educational fund in memory of Thad A. Eure Jr., well-known foodservice industry leader who died November 1988.

"If ever there was a man who exemplified the term 'Mr. Hospitality,' it was Thad Eure. He was a friend to the industry, a friend to his customers and employees, a loving family man and a friend to his community," says foundation chairman Henry J. Cockerill.

The memorial fund has been established as a permanent fund with contributions from companies, associations and individuals. Administered by the educational foundation, the fund will be used to support educational programs of the hospitality/foodservice industry, including the areas of course development, career information, seminars, video training and other programs.

Contributions to the fund are tax-deductible. Checks should be designated for the Thad Eure Memorial Fund and made payable to The Educational Foundation of the National Restaurant Association, 250 S. Wacker Drive, Suite 1400, Chicago, IL 60606. (312) 715-1010.

Board calls for voluntary manager training to ensure safe foodhandling

Acknowledging a high level of public sensitivity about the purity of the food supply, the National Restaurant Association's Board of Directors has called on association members to train managers in safe foodhandling. In a resolution passed unanimously at May's board meeting, the board committed itself to supplying the industry with food-safety training, testing and certification programs.

"We strongly urge our members to undertake voluntary training and testing of management personnel in order to reassure the public that high standards will be maintained in regard to foodhandling," said association president Harris H. "Bud" Rusitzky.

The association's Educational Foundation already offers a certification program, entitled "Applied Foodservice Sanitation" (AFS), in four forms—books, seminars, home-study courses, and programs in colleges and individual companies. More than 200,000 AFS certificates of completion have been conferred to date, and the foundation believes that operators who maintain at least one certified manager per establishment will uphold satisfactory foodhandling standards.

"The board acknowledges the industry's responsibility to ensure safe foodhandling practices in restaurants," says Rusitzky. "We can best meet this responsibility by establishing and teaching general standards for safe foodhandling practice."

The board has also committed its resources to fostering acceptance of managers trained to these standards in health jurisdictions that require certification of food-safety knowledge.

Foundation awards 200,000th foodservice sanitation certificate

Receiving the 200,00th certificate of completion for *Applied Foodservice Sanitation*, a course of The Educational Foundation of the National Restaurant Association, is Gary Trobaugh (center), general manager of Bakers Square, Ridgedale, Minnesota. Presenting the certificate is Daniel A. Geschеidle (right), president of The Educational Foundation, as Emerson B. Kendall, president of Bakers Square, congratulates Trobaugh.

Balestreri spearheads changes in 1992 Culinary Team USA

Ted J. Balestreri, past association president and current chairman of the U.S. Culinary Team Foundation, has announced that the team of chefs representing the United States in the 1992 International Culinary "olympics" in Frankfurt will be structured so that "every region of our great country, as well as the foods indigenous to these regions, will be proudly represented."

The U.S. Team, officially to be known as the 1992 Culinary Team USA, will be headquartered in Walt Disney World in Orlando, Florida. The team was previously headquartered at the Culinary Institute of America in Hyde Park, New York. Keith Keogh, execu-

tive chef at Walt Disney's EPCOT Center, has been named the team manager for 1992.

According to Balestreri, the 1992 Culinary Team USA will consist of a five-member national team and four five-member teams from the following regions: Northeast, Southeast, Central and West. A regional team from the U.S. Armed Forces will also compete in Frankfurt as part of the 1992 Culinary Team USA.

Four regional tryouts will be held early next year to determine which chefs will then be eligible to participate in the national tryouts. National tryouts will be held at the 71st annual National Restaurant Association Restaurant, Hotel-Motel Show, May 19-23, 1990, in Chicago.

"Any chef who aspires to a position on the 1992 Culinary Team USA must possess extraordinary talent just to make it through the regional tryouts," Balestreri said. "The national tryouts, then, will truly be a test of the best and brightest in our industry."

At the national tryouts, the top-scoring chef from each of the four regions, as well as the best overall pastry chef, will be named to the national team. Other top scorers from each region will be named to the regional teams.

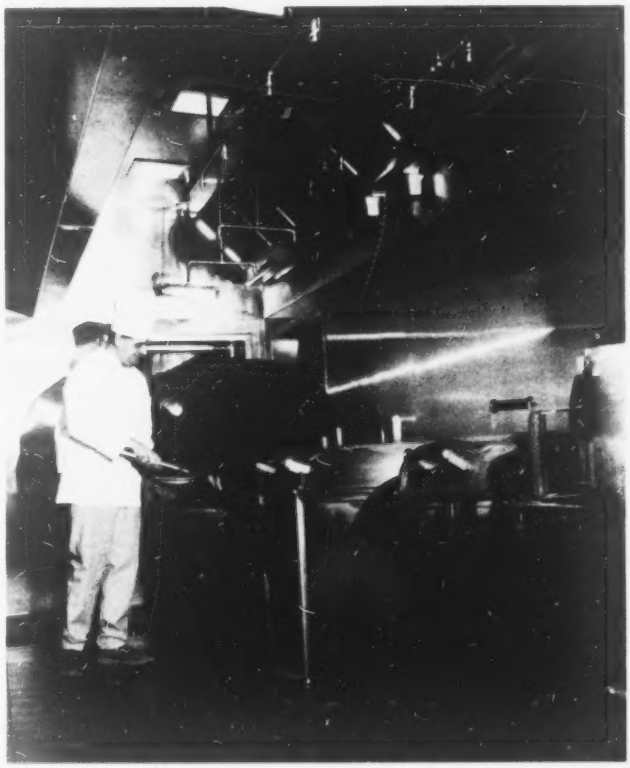
At the "olympics," all team members will compete in the cold-food and hot-food-presented-cold segments of the competition, but the national team alone will compete in the prestigious hot-food competition. Pastry chefs from both the national and regional teams will compete in a special pastry-competition segment.

—Anne Papa

Wheeling, Illinois

Grill crazy

What can beat the summertime tradition of barbecuing a sumptuous meal on a trusty Weber grill—especially if someone else is manning the old Weber? The new upscale we-grill-it-for-you concept is packing them in at The Weber Grill, in the Chicago suburb of Wheeling, where chefs cook a variety of meats and seafoods in a kitchen stocked with a slew of heavy-duty Weber kettle grills.



The long line of grills in The Weber Grill restaurant exhibition kitchen present an impressive view for customers.

Entrees at the Grill range from the traditional barbecued chicken and steaks to stuffed pork chops, scallops, shrimp, crusted trout and mixed-grill kabobs, which include beef tenderloin, chicken, Italian sausage, Canadian bacon and lamb, marinated in an herbed parsley vinaigrette. The items are grilled over a mixture of charcoal and aromatic woods.

Just in case patrons don't clue into the restaurant's theme from its name, stained-glass windows feature red grill kettles, and tile floors are inlaid with the Weber's famous black kettle logo. In addition, specially designed Weber grills serve as beverage carts and are wheeled to tables so the staff can prepare the restaurant's signature Irish coffees.

Best of all, however, kitchen windows allow patrons to participate in the one occupation that might be more satisfying than summertime grilling: critiquing the performance of the hard-at-work grill cook.

Chicago, Illinois

Someone's in the kitchen with Charlie

For most people, dining at the kitchen table is no special occasion—unless they are at Chicago's highly acclaimed Charlie Trotter's. In May, chef/owner Charlie Trotter began a unique promotion in which a table for four is set up in the kitchen so customers can see for themselves what goes on behind the traditionally closed swinging doors.

Trotter has always advocated "extreme openness" in his four-star restaurant. "Since we opened 18 months ago, staff members have known they are welcome to invite customers back to the kitchen if the customers express an interest," says Trotter. This open-door policy is in part a response to disappointing experiences Trotter has had in other fine restaurants. "Several times, after an exceptional meal, my request to see the kitchen was de-

clined because it was against policy, or the kitchen was dirty or too busy. Those refusals deflated my experience," recalls Trotter.

Taking a cue from some of the fine French restaurants he came across while apprenticing in France—where a table was set up in a room behind the kitchen for friends and colleagues to visit with the chef and enjoy an informal meal—Trotter set up a table, too; but it turned out to be smack-dab in the center of the kitchen—and open to anyone.

Although Trotter wasn't sure what to expect when he added the kitchen table, the promotion has proven to be such a hit with customers that the table is booked six weeks in advance. Customers seem to agree that the opportunity to enjoy an innovative four-star meal in such a unique, frenetic (and yes, hot) setting is worth the wait.

***Restaurants USA* staff enjoys the ringside dining at Charlie Trotter's.**

According to Trotter, more than a few of the kitchen-table customers get surprisingly caught up in the thrill of the kitchen experience. "Ninety-five percent of the customers are very enthusiastic, some to the extent that they learn the cooks' names, walk around the kitchen and spontaneously buy champagne for the staff," says Trotter. "The other five percent are almost oblivious, which makes you wonder why they wanted to do it." Trotter, by the way, is glad to see customers walk around the kitchen, although he admits that he has been unnerved by some extreme cases in which enthusiastic patrons have ventured behind the busy hot line.

After taking about two weeks to become accustomed to being on stage, the kitchen staff now conducts itself no differently than before—except perhaps with a bit more pride. "Our staff is young, and many of them have never had the chance to work in a theater kitchen," says Trotter. "Actually seeing the customers' responses is more gratifying than when a waiter says, for example, 'My table is really pleased with its appetizers.' "

Buffalo Grove, Illinois

Designing the past into the present

When Chicago's Lou Malnati's Pizzeria was moving into a historic building in Buffalo Grove, a fast-growing northwestern suburb of Chicago, it faced a challenging design dilemma: how to put a 315-seat pizzeria into a 150-seat, 110-year-old roadhouse without destroying the environmental integrity of the historic building.

So the owners called architect Gregory Tabb, president of Chicago-based Tabb Associates. As the group members proceeded through preliminary design schemes, they determined that the scale of the addition (which would bring the original 1,500-square-foot building to a total of 6,700 square feet) would appear to have a much larger physical presence than the landmark itself—unless the addition could be in small units. These small units, Tabb reasoned, would enhance and maintain the presence of the original structure while at the same time breaking down the scale of the addition.

One of the first jobs facing the firm was to strengthen the original building, which was suffering from a sagging roof and bowing walls. "The old structure had to be taken apart and put back together, just like an old piece of furniture," says Tabb. Next came the interior of the historic structure.

After completely gutting the existing interior, the firm strove to create the perception that the restaurant had been added onto periodically over the years and remodeled two or three times. To achieve this effect, a series of rooms, each with its own flavor and period style, was developed.

The diversity of the rooms, says Tabb, also serves "the different environmental requirements" of the groups who frequent pizzerias. "Pizzerias attract a diverse clientele. The restaurant was designed to accommodate the needs of all users," he adds, "including business people in suits, couples out on dates, softball teams after the game, parties and large families."

—David Slater

This 1,500-square-foot landmark (inset) became a 7,600-square-foot pizzeria—without destroying the building's structural integrity.

PROTECTING THE ENVIRONMENT

RESTAURATEURS PROTECTING THE ENVIRONMENT

by Joan E. Herlong

Restaurateurs are realizing that what is good for business should also be good for the environment. Their customers must agree, because what is good for the environment is often very good for business, too!

Concern for the environment from individuals, municipalities and businesses has become widespread, no longer the bailiwick of a small core of "granola-type" environmentalists who warned us back in the 70s of the problems we now face in the 80s and 90s.

As politicians of all stripes are responding to this concern, so too is corporate America, including restaurateurs large and small. Restaurants are taking an active role in protecting the environment, through such activities as fundraising, purchasing and menu planning.

Burger King served complimentary meals to 200 wildlife rescue workers in Valdez, Alaska.

An oil-spill-cleanup welcome mat

Larry Baker *is* Burger King in Alaska, owner of all 12 of the franchises in that state. Baker was vacationing in Hawaii when Alaska suffered its biggest oil spill ever, on March 24 of this year. Baker recalls he didn't realize the extent of the oil-spill tragedy until he flew into the Anchorage airport three days later "and all the bags on the luggage carousel had press stickers on them except mine. I decided then I had to do something to help out."

Baker saw that tiny Valdez, Alaska, on Prince William Sound, was swamped with more than just oil. "Valdez is usually a town of about 3,000, but it ballooned to 7,000 after workers began arriving to clean up the spill," recounts Baker. "So I called the [Burger King] parent corporation and asked them if they could send me one of their mobile units to help out the folks in Valdez. They said 'Sure.' In fact, they got it to me—a distance of about 2,500 miles—in less than a week."

"We moved [the mobile unit] down to Valdez in early May and fed all the hundreds of volunteer workers there for free on the first day. Then we opened for business," says Baker.

The response to Baker/Burger King's gesture has been overwhelmingly positive. "For people working or volunteering to clean up this thing 12 hours per day in a place as tiny and remote as Valdez, to have something as familiar as Burger King there is a real 'welcome mat' for these workers," enthuses Baker.

In addition to the Burger King mobile unit, scheduled to remain in Valdez at least through the summer, Baker organized a Burger King fundraiser during May to benefit the Prince William Sound Community College Oil Spill Recovery, Research and Education Fund. Five cents from every Whopper sold in May was donated to the fund. With the sale of more than 70,000 Whoppers in the 12 units, approximately $3,500 was raised. Customers also contributed to the fund through cash or check donations in specially marked containers.

In his 15 years as a Burger King franchisee, Baker has always been active in community sponsorship projects, so it never occurred to him not to get involved with the oil-spill-recovery work. Even so, Baker is astounded at the public reaction and attention his efforts have reaped: "I've never been involved in anything that has generated as much positive response and enthusiasm in just 10 days as this project," marvels Baker. "We have had a lot of notes, cards and telephone calls—to me personally and to my local managers—just from 'John Q. Citizens' who are all saying 'I just wanted to say thanks for what you're doing.' People feel totally frustrated by this tragedy. There's not much you can do personally, and this is a vehicle that allows them to help."

Baker feels as if business has picked up since he launched the mobile-unit fundraiser project, but he does not focus on that aspect. "You've got to remember that [Alaska] license plates say 'The Last Frontier' on them. My customer base is very environmentally conscious," explains Baker. "The goodwill that [this project] has generated is worth a lot more to us than just an immediate increase in business."

Fundraising for wildlife

Last Christmas, it seemed that every fast-food chain ran a sideline business in stuffed-animal stocking-stuffers. There was no escape from the constant clamor of "I want that!" even as parents took time out from the shopping hordes for a quick burger.

Wendy's offered stuffed animals, too, but not as a seasonal sideline in the toy business. Buying a plush animal from Wendy's last holiday season may have stuffed a few stockings, but it also helped fill the World Wildlife Fund's coffers—by more than half a million dollars.

Promotional screen testing at Wendy's revealed that the World Wildlife Fund animals were the most

Serving veal—a moral dilemma?

People can have different ideas about what is good for the environment. Take the case of veal. Animal-rights activists have been decrying the methods of raising veal calves for years, and a growing number of people have become squeamish about eating veal after hearing the stories of calves chained in confining stalls where they endure torturous conditions until they are brought to slaughter. But for every charge of cruel and inhumane treatment, there is a strong rebuttal from agricultural and meat-production groups, who claim that safe, proper and humane practices are used in large-scale veal production.

This debate is exacerbated by the inevitable question: Is eating veal worse than eating any other meat product? Horror stories about commercial livestock production and slaughtering are not confined to veal calves, although a great deal of attention has been focused on them. Says Tom Catherall, chef of The Cherokee Town and Country Club in Atlanta, Georgia, "If slaughterhouses had windows, the world would be vegetarian."

Whether to serve meat is a complex and emotional issue that will continue well into the future, but in the meantime it does pose a quandary for restaurateurs who are eager to serve food that they—and their customers—can feel good about eating.

Deciding not to serve veal

For some people, the consumption of veal poses a moral dilemma because of what they have learned about veal production. It's a moral dilemma that many restaurateurs find themselves facing, too, and some have responded by not serving veal.

Robert Hoeb, general manager of the Clarion Hotel in Cincinnati, removed veal from the menus of the hotel's two restaurants, Zack's and The Top of the Crown, in November 1988. "I did it because I was concerned about the process," Hoeb states, and recalls that it was his 10-year-old daughter who first brought the issue to his attention. Hoeb claims the decision generated mostly positive response. "I never thought taking an item off the menu would generate so much attention. I've received only one negative letter from the public, versus about 400 positive ones. I learned from one of the hostesses that people used to call to ask whether veal was served and then *not* make a reservation. Now there is not a veal plate on the menu, and we put a statement on the menu explaining why."

Baron's Restaurant and the Charter Room at the Velvet Cloak Inn in Raleigh, North Carolina, also removed veal from their menus. "I just really object to the cruelty to animals," says food and beverage director Alan Scott.

Refuting allegations

Proponents of veal production maintain that veal calves are not mistreated during their short lives. Veterinarian Tim Phillips wrote an article for *Large Animal Veterinarian* magazine's January/February 1989 issue in which he refuted allegations of inhumane treatment of veal calves that were made by The Humane Farming Association, a California-based organization. To the claim that calves spend their entire lives chained in wooden boxes that measure 22 inches wide and 56 inches long, Phillips responded that calves are generally raised in two housing systems. The more common system employs individual stalls—most larger than the 22-by-56-inch measurement—in which calves can stand or lie down. Phillips didn't deny the use of neck chains, but noted, "Neck chains are controversial, and their use is being critically examined."

Phillips also claimed the individual stalls provide for better care of the animal because of the reduced chance of contracting diseases from other calves and the individual monitoring of each calf. According the Phillips, the other system of loose housing—which activists might consider more humane because it allows the calves to interact—requires a good deal more labor and care to monitor individual development and to identify and treat problems.

Phillips also refuted charges that calves are raised in the dark, are overdosed with antibiotics and are raised to be anemic. "Most veterinarians, producers and animal-welfare activists are motivated by humane concerns. . . . A small percentage of veal farmers have poorly managed, squalid operations, most likely in violation of existing laws. It is unfair and counterproductive to use them to indict an entire industry which works to maintain and improve animal welfare," he wrote.

Choosing an alternative

There is an alternative for operators who want to serve veal but who have doubts about the commercial production process. The alternative is to serve "free-range" veal. "Free range" is a loose term that can be more or less restrictive, but in the case of the free-range veal raised by Jamie and Rachel Nicoll on their Summerfield Farm in Brightwood, Virginia, free-range means "Veal calves nurse on their mothers and are allowed to roam with them." Jamie Nicoll reports that in recent years "sales have been up dramatically." One customer is Alice Waters of Chez Panisse in Berkeley.

Not only does free-range veal make some restaurateurs feel better about serving the meat, but some have also discovered another benefit to using it—taste. Jamie Nicoll recounts how the farm conducted taste experiments. "We raised some calves on mother cow's milk and others on the powdered milk replacement other veal producers use. Then we did a blind taste test and found that the free-range veal was actually much better in flavor and texture." Apparently many of Nicoll's customers agree, and some say they switched from mass-produced "mainly for taste reasons."

Free-range veal is, however, more expensive than mass-produced veal, and cost has been a deterrent for some operators. Says Chris Kump, co-owner and head chef of Cafe Beaujolais in Mendocino, California, who has been serving free-range veal for two years. "Free-range veal can certainly be more expensive—40 to 50 percent more expensive than mass-produced. The key to making that worthwhile is putting [the reason why] on the menu."

In the end

In the end, the decision to serve or eat veal (or any other product) is a matter of individual choice. Human beings coexist with other life-forms and, in fact, rely on other life-forms for survival. Debate about how humans treat animals—particularly those that provide food and clothing—will continue well into the future. In a very real sense, foodservice operators serve as a link in the food chain, and therefore have a role to play in the debate. By getting all the facts, carefully investigating purveyors and their production practices, and being sensitive to customers' concerns, operators can make the decision to serve or not serve a particular item with confidence.

Sale of these stuffed animals added to the coffers of the World Wildlife Fund.

attractive to children and their parents. The stuffed animals appealed to children, and helping to preserve endangered species impressed parents.

Tom Heskamp, director of sales promotions at Wendy's International, explains that the World Wildlife Fund promotion was "a win-win situation for Wendy's. We sold out all the animals. It increased store traffic, and it raised a lot of money for the World Wildlife Fund."

Heskamp adds that at $1.99 each, "we offered a real value for the plush animals. The idea was not to make money on a premium but to generate traffic. A sales promotion always aims to bring more people in. If it brings in more people who are also concerned about the environment, so much the better."

As a companion to the plush-animal promotion, Wendy's "Kids' Meals" featured a four-book series providing educational information about the four endangered species sold as plush animals: snow leopards, pandas, koala bears and tigers.

Heskamp notes that the promotion also generated a lot of mail from Wendy's franchisees and customers. "We received more than 100 letters, all very positive. They basically said it was nice to find something educational in a Kid's Meal instead of a plastic toy that breaks right away. We even received letters from teachers requesting extra books."

Joan E. Herlong is a freelance writer in Arlington, Virginia.

A commitment to the seas

"Seafood is really the only food we have left that is hunted," claims Dick Monroe, vice president of public relations for Red Lobster restaurants. "It's a renewable resource, but we have to respect it and not strain it so that it will remain renewable." Keeping the oceans well-stocked with fish and shellfish is in the best interest of a national chain such as Red Lobster, which serves seafood from 33 countries. So the company has taken a responsible and proactive stance to keep the world's oceans healthy and well-stocked.

Monroe says that Red Lobster puts on its "long-range-vision glasses" to assess its role in maintaining the oceans' ecosystems. The purchasing department keeps up to date on international fishing practices by reading journals and following news reports—especially on any new fishing quotas that have been set. Red Lobster representatives also attend national and international conventions for the fishing industry to keep abreast of what is happening in the world's oceans.

The quotas—which dictate how much fish can be taken from the ocean and at what time and place—not only allow Red Lobster to plan its menu around the expected harvests, but also serve as guidelines for working with suppliers. The company buys its seafood only from reputable suppliers who obey the legal quotas. Red Lobster has worked with some of its suppliers since the early 1960s and knows that they abide by the quotas, but it must be cautious when working with new suppliers who may not share the company's long-term view.

"We work closely with developing countries to make sure they don't over-harvest [fish] in order to make short-term profits," explains Monroe. This program isn't only environmentally sensitive, but for Red Lobster it makes good business sense. "We don't want to have to take an item off the menu because we can't find it any longer. Nor do we want to have to constantly search for new suppliers. If we are working with a shrimp fisherman from Ecuador, for example, we will say, 'You have a great product. We want to continue to buy from you. We don't want to come back to you and find out the waters are fished out.' That's why we won't support a processor who is straining the resource." Monroe is quick to point out that Red Lobster doesn't preach or interfere with these suppliers' operations, although it is happy to put them in touch with experts who can help them adopt sound conservation practices.

Red Lobster also supports research in harvesting and artificial reef development through university grants. The artificial reefs not only help to build lucrative fishing grounds that companies like Red Lobster will need in the future, but they also attract sports fishing and prevent shoreline erosion.

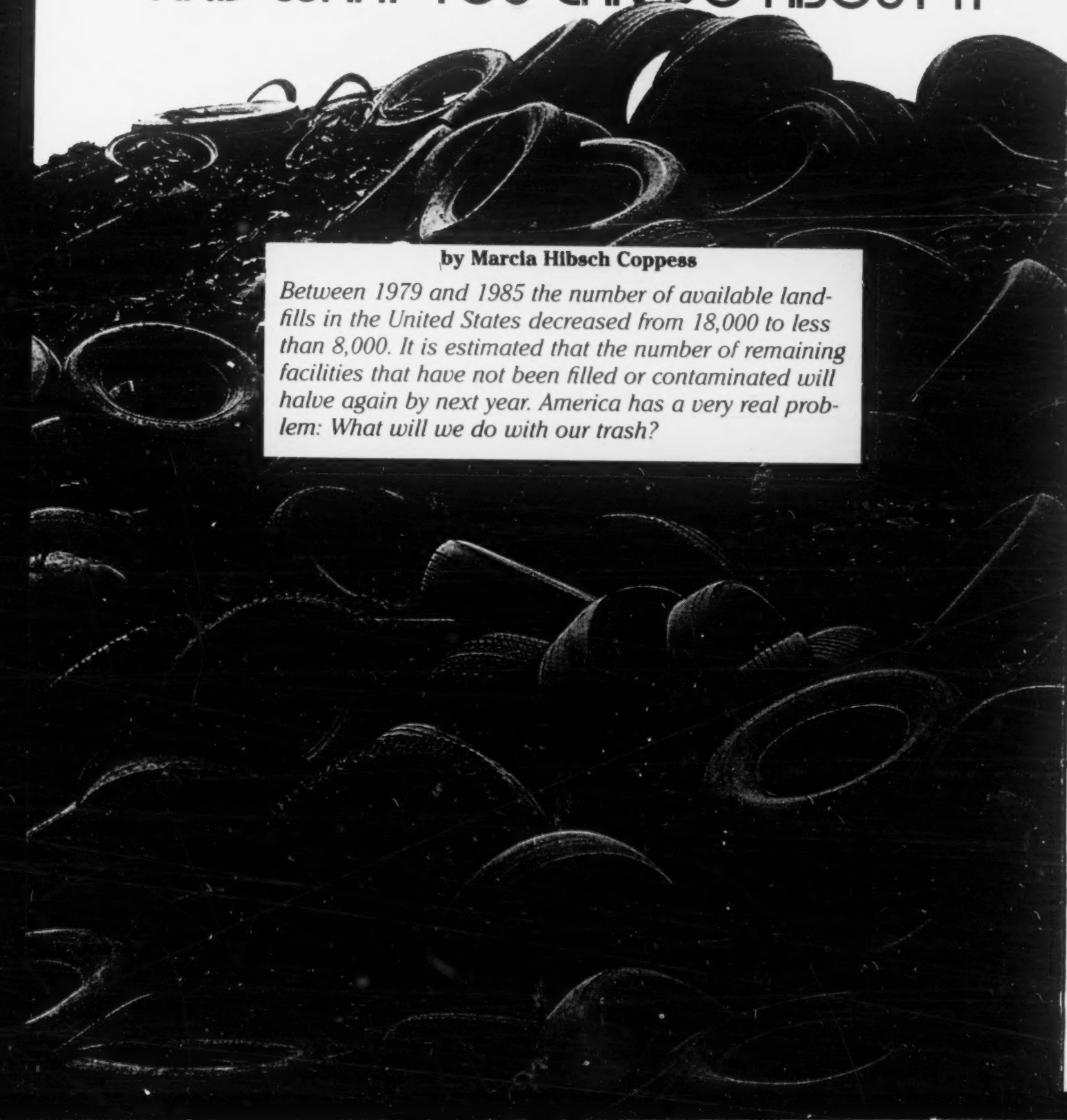
In addition, Red Lobster has initiated an educational program that provides broad-based information on the marine industry and the oceans to elementary and high school students.

Red Lobster has sent the modules to school systems across the country in its market areas and estimates that 10 million students have taken part in the program to date.

All of these activities certainly mean good P.R.—and therefore good business—for Red Lobster, but as Monroe sums it up, working to maintain the environment "just makes good sense." ❑

PROTECTING
THE ENVIRONMENT

AMERICA'S TRASH CRISIS
AND WHAT YOU CAN DO ABOUT IT



by Marcia Hibsch Coppess

Between 1979 and 1985 the number of available landfills in the United States decreased from 18,000 to less than 8,000. It is estimated that the number of remaining facilities that have not been filled or contaminated will halve again by next year. America has a very real problem: What will we do with our trash?

SNIFFING THROUGH THE TRASH

How Much Do You Know About Solid Waste?

1. Approximately how much municipal solid waste will be generated for each and every man, woman and child in the United States in 1989?
a. 365 pounds
b. 656 pounds
c. 1,307 pounds
d. 779 pounds

2. How much do some municipalities spend to get rid of each ton of their garbage?
a. $25
b. $50
c. More than $100
d. All of the above

3. What percent of the garbage now goes to landfills?
a. About 74 percent
b. About 95 percent
c. About 56 percent
d. About 28 percent

4. In 1989, there will be less than 6,000 landfills in the United States. How does this compare with the number of landfills available 10 years ago?
a. 110 percent
b. 75 percent
c. 48 percent
d. 66 percent

5. By next year what percent of major U.S. cities will be out of landfill space?
a. 10 percent
b. 25 percent
c. 33 percent
d. 50 percent

6. How much of our solid waste is now being recycled?
a. About 65 percent
b. About 35 percent
c. About 17 percent
d. About 11 percent

7. According to the Environmental Protection Agency (EPA), what would be a reasonable national goal for recycling in the year 1992?
a. 85 percent
b. 25 percent
c. 50 percent
d. 42 percent

8. What percent of solid waste from a foodservice operation could possibly be separated, picked up and taken to be recycled?
a. 10 percent
b. 33 percent
c. 25 percent
d. 50 percent or more

9. Today, what percent of solid waste is being sent to "waste-to-energy" facilities to be burned to produce steam and electricity?
a. 33 percent
b. 25 percent
c. 47 percent
d. 15 percent

10. In the year 1992, what percent of solid waste burned for energy does the EPA say would be a realistic goal in order to help eliminate the solid-waste problem?
a. 33 percent
b. 50 percent
c. 65 percent
d. 25 percent

11. After solid waste is burned, what percent of the volume remains?
a. 35 percent
b. 10 percent
c. 18 percent
d. 5 percent

12. What percent of the municipal waste stream is composed of all containers and packaging?
a. 75 percent
b. 12 percent
c. 30 percent
d. 50 percent

13. What percent of landfills is taken up by all fast food packaging waste, including both paper and plastic?
a. About 32 percent
b. About 12 percent
c. About 3 percent
d. Less than one-third of one percent

ANSWERS:

1. c	6. d	11. b	16. e
2. d	7. b	12. c	17. all
3. a	8. d	13. d	18. d
4. c	9. d	14. d	19. c
5. d	10. d	15. c & d	20. d

*"NIMBY" stands for "Not in my backyard."

14. If biodegradable materials were used to manufacture all foodservice disposables, how much more landfill space would be available?
a. 22 percent c. 2 percent
b. 12 percent d. None

15. What is "NIMBY"?*
a. Member of the National Institute to Malign and Berate Yuppies
b. A person who hangs around garbage facilities
c. A person opposed to siting of landfills near his or her home
d. A person opposed to having a waste-to-energy facility nearby

16. Which of the following foodservice packaging materials can be recycled?
a. Paper
b. Rigid plastic
c. Foam plastic
d. Aluminum
e. All of the above

17. Which of the following items are major advantages of foodservice disposables?
a. Sanitation
b. Convenience
c. Economy
d. Safety

18. Certain foam foodservice products have used fully halogenated chloroflourocarbons in their manufacture. What percent of these foam disposables ever used CFCs?
a. 100 percent
b. About 75 percent
c. About 50 percent
d. About 35 percent

19. What percent of foam foodservice disposables are still manufactured using fully halogenated CFCs?
a. About 30 percent
b. About 5 percent
c. Less than 1 percent
d. About 15 percent

20. What can be done to help erase the misconceptions about foodservice disposables and to stop ill-advised "knee-jerk" legislation and regulations?
a. Become educated about solid-waste concerns and facts
b. Become involved in recycling efforts
c. Get to know decisionmakers and provide them with accurate information
d. All of the above, and more

Reprinted with permission from the Foodservice & Packaging Institute, in Washington DC.

Although one anthropologist's study showed that fast food disposables account for less than one-third of one percent of total landfill waste, the fleeting use and frequent litter problems associated with the gaily decorated fast food containers have caught a concerned public's attention. Burger boxes and plastic cups have become the targets of legislators and city councils as they grapple with the challenge of finding space to discard America's waste.

"The fast food industry isn't the biggest contributor to the waste stream," says Paul Mitchell, vice president of public relations for Carl Karcher Enterprises. "But we're the only ones who put our names in big bright colors on our contribution!"

Numerous elements drive this growing issue. Among them are the facts that landfills are quickly becoming "landfulls"; soaring trash-hauling costs are prompting municipalities to

RECYCLING CASE REPORT

Metal, glass, grease, corrugated cardboard, papers and even plastics are all becoming diamonds in the rough as city landfills close and hauling costs go up. Recycling presents a source of restaurant revenue and a way to avoid waste hauling costs.

Marty Westerman © 1989

United Airlines at Newark, Chicago/O'Hare and Denver has been recycling aluminum cans from its airplanes for two years. At Newark alone, United is turning more than $2,000 a month in profit and avoided costs.

"When's the last time somebody approached a bar or restaurant owner and said, 'I want to pay you for something you throw away?' "

That is the query of George Alpert, who directs the two-and-a-half-year-old Phoenix Project, aimed at getting California's bars, restaurants and hotels to recycle their waste materials. The Phoenix Project concentrates on glass, because the project's sponsor is the California Glass Recycling Corporation (CGRC), but the 16 contract hauling firms that participate in the project also collect metals and corrugated cardboard. The Phoenix Project now includes 3,500 bars, restaurants and hotels in 225 cities in the Sacramento, Los Angeles and San Francisco Bay areas, and it is in the process of adding more.

People such as Alpert are working nationwide to make recycling a higher priority for restaurateurs. Only a few thousand operators currently recycle—although most agree it is a good idea.

Those who do not recycle have several reasons: They don't believe they have enough materials to bother; they think it would be too much trouble for their employees; scrap pickups aren't frequent enough or they have not taken the time to find recyclers; and there isn't enough space to store the materials. The restaurateurs who do recycle limit their efforts to fewer materials than they could be recovering.

Between 60 and 70 percent of restaurant waste may be recyclable, according to Rod Edwards, a vice president with the New York-based American Paper Institute.

"In 100 pounds of restaurant garbage, probably 25 pounds is corrugated cardboard, 20 is glass, 15 is cans, 30 is food, and 10 is other materials, such as plastics and paper," he says. "A pizza place will have more glass jars and steel cans. A place that serves a lot of fresh foods will have fewer recyclables."

More trash than expected

Most restaurateurs do not believe they throw that much away. California operators can get $20 and $40 a ton from Phoenix Project haulers for their glass alone; but even among those participating, few believed they throw out anywhere near that quantity.

"One of our first customers was a Mexican restaurant in Anaheim," recalls Alpert. "I asked him if he sold any Corona beer, and he said he sometimes sold over 100 cases a week. Those 100 cases weigh 1,700 pounds, which meant in just over a week he would have handled a ton of glass. A case of standard 12-ounce beer bottles weighs 10.5 pounds; of one-liter glass, 13.5 pounds; of 750-ml wine bottles, 11.6 pounds; of 750-ml champagne bottles—17.25 pounds. To that, you add jars and bottles."

The Phoenix Project supplies bins for the glass and signs up restaurants on a hauling schedule. Operators with limited space can have a remote, locked bin. Alpert reckons that the project is collecting 3.5 million pounds of glass per month, which represents more than 60 percent of covered containers in the seven biggest counties of California.

In San Francisco, Clement Street Bar & Grill owner Rico Nappa finds recycling "pretty easy, all in all." He started recycling glass, cardboard and cooking fats three years ago in a city-sponsored program.

The glass is collected twice a week by

seek volume-cutting measures; media reports and special-interest groups have contributed to the public's misperception that fast food outlets create a large portion of the waste stream; legislators are looking for a quick, politically popular salve for the public's concerns; and fast food containers have come to represent the "throwaway society" that catapulted America toward this landfill crisis.

Clearly, an approach is needed that combines responsible disposal of waste with thoughtful public education. The answer must be philosophically, practically and financially acceptable to everyone, including customers, lawmakers, environmental groups and the foodservice industry.

"McDonald's advocates a balanced approach of true solutions to this problem," says Cliff Raber, vice president of government relations at McDonald's Corporation. "We don't want false solutions, such as bans, forced substitution of products or [the] mandated biodegradability levels that some municipalities have instituted."

The ultimate goals must include landfilling, industry action and improved public perception. The most reasonable approach to those goals is a combination of five different solutions. In some parts of the nation certain approaches are more practical and cost-effective than others. But all are necessary; and if any are eliminated, the others are weakened.

1. Source Reduction

Solid-waste-management experts use the term "source reduction" to refer to a decrease in the total amount of material used. The reduction can be accomplished by simply doing with less or by packaging more carefully and frugally.

In addition to the environmental benefits of this action, an added benefit is the two-part savings potential each restaurant may enjoy as unnecessary packaging is omitted. The first area of savings is the lowered packaging cost. A second can be a reduction in hauling fees as refuse volume decreases. Although Mitchell reports that hauling fees have not become a concern in land-rich California, fees in the Northeast have soared from 100 to 300 percent.

Source reduction means making every piece of paper, cardboard, plastic and polystyrene foam earn its keep. It means questioning the need for two, three and even four layers of packaging on a hamburger, and asking distributors why boxes of sandwich meat must be packed in paper, plastic and *then* a cardboard box. It means considering the value of paper wrappings on straws and the liners on trays.

Eliminating redundant packaging is one of the simplest ways to reduce resource use. One operator may conclude that paper tray liners are not necessary if trays are washed faithfully. Another may decide to forgo the paperboard sleeve around its paper-wrapped sandwiches.

"When you buy heavy equipment for your kitchen, you should make sure it does what you need it to—no more and no less," says Robert Harrington, assistant director of technical services and public health and safety for the National Restaurant Association. "Ask yourself, for instance, whether you need waxed paper or can do with plain paper, or a plastic film instead of a rigid plastic box."

Many source reductions can be made without affecting your customer's comfort or convenience. McDonald's eliminated the need for 2 million pounds of packaging per year by repacking its french-fry cases in such a way that the same case now holds three more pounds of potatoes. Several fast food chains have discovered the value of delivering soft-drink syrup directly from the truck to tanks, rather than delivering the syrup in containers.

A second side of source reduction is the development of more efficient packaging. Shelby Yastrow, executive vice president and general counsel of McDonald's, reports that his corporation is investigating alternative packaging.

"Our commitment in alternative packaging is to the customer, however," Yastrow says. "We are committed to giving the high-quality product that our customers have come to expect, so we are looking for more than just going back to a paperboard box. We are looking for satisfactory packaging that will maintain quality *and* be environmentally responsible."

Marcia Hibsch Coppess is a freelance writer in Pasadena, California, who writes frequently for ***Restaurants USA.***

garbage haulers, who supply containers for it and sell it. "They send us a $50 or $60 check every couple months," Nappa says. "It's not much, but it beats paying them to take it away." Restaurateurs don't necessarily use their recycling money for profit. According to Alpert, many use it for charity or to start employee funds and other accounts.

Nappa's cardboard is collected daily by entrepreneurs with pickup trucks. "It's a little more work breaking the cardboard down and separating it, but you just train the staff. It's either that or you throw it out."

The cooking fats costs $10 to have hauled away each time he fills a 50-gallon barrel. In southern California, oil reprocessors still pay restaurateurs for their oil; but not so in the northern half of the state, where there is less demand.

Of San Francisco's 4,000 restaurants, 400 currently participate in the program, reports Deb Kaufman, San Francisco's recycling program coordinator. That comes to 350 to 400 tons of glass each month. She cites two reasons for the relatively low rate of participation: awareness and attitude. Her office has sent recycling inserts with its tax bills to correct the awareness problem. But the attitude problem can only be corrected by "a certain degree of environmental consciousness," she claims.

That consciousness is believed to be more prevalent west of the Rockies than east, and that is why CGRC set up the Phoenix Project in California. But the recent landfill crisis may be changing all that. Alpert reports that queries about the program have started coming from all over the country.

Taking action

All major cities now have haulers and recyclers who will collect the recyclables, and city recycling departments or centers that can refer inquirers to the right resource. But restaurateurs must take the first steps themselves.

—Marty Westerman

2. Recycling

The United States recycles only about 11 percent of its total waste stream, according to the Environmental Protection Agency. Most experts believe a reasonable recycling goal for this country is 25 percent. A number of states have instituted recycling laws to encourage residents and commerce to recycle more actively.

The primary barriers to recycling at a restaurant are convenience, sanitation and economy. Separating and storing recyclables for pickup takes time, planning and space. But the

benefits to the environment, your public's perception of your restaurant and your bottom line (to the extent that recycling fees offset hauling or packaging costs) may be worth the investment.

Chet England, group director of quality assurance and food safety at Burger King Corporation, reports that his chain is formulating a plan that will incorporate a number of approaches to the solid-waste dilemma.

"We will have a comprehensive nationwide program that addresses the solid-waste issue from several directions," he says. "But we haven't begun to recycle our materials because we are limited on what we can do with our food waste. Most cities have restraints on restaurants storing waste because of the sanitation issues.

"In addition, federal regulations prohibit us from using recycled materials where they may come in contact with food," England adds. "That means we can't use recycled paper, for instance, on our sandwiches."

Recycling efforts will succeed if a convenient economic incentive can be built into them, Harrington believes. "A market for the recyclable product must be available, and operators must be able to find a hauler. If they can't recover their costs and hopefully offset their garbage hauling fees, recycling won't pay and that will reduce voluntary participation."

McDonald's has begun several pilot recycling projects in Portland, Oregon, and in New York. In Portland, customers are being asked to separate their plastic refuse from food material. Although the program is less than two months old, the chain reports a positive response from Portlanders, who are known to be environmentally concerned. The New York project, specifically for plastic-foam containers, also is in its infancy but appears to be succeeding.

3. Waste-to-Energy Incineration

"Some say that incineration is *the* answer," says Harrington. But two problems face this approach: air pollution and toxic-waste disposal.

"Although waste-to-energy incinerators burn trash very efficiently and cleanly, there must be controls or we'll be trading a solid-waste solution for air pollution," Harrington says. "And when the burning is finished, there is an ash residue that must be buried in a landfill that is able to accept it."

England of Burger King favors cogeneration through incinerating refuse but is eager for more economical approaches. "Turning garbage into energy is a very attractive prospect," he says. "Unfortunately, the technology is available, but the capital costs of installing a waste-to-energy incinerator prevent individual franchisees from investing in them so far."

The additional issue that faces every mention of incineration is a response commonly referred to as the NIMBY syndrome, which stands for "Not In My Backyard." Although residents favor reducing the volume of garbage and providing additional energy, they balk at the thought of an incinerator marring their skyline. And visions of towering outmoded incinerators spewing a cloud of black smoke cast fear into the hearts of every politician interested in reelection.

Incineration recaptures heat and, when designed properly, can divert energy to heat a restaurant, melt ice on sidewalks or even supplement heat at local schools and hospitals, Yastrow says. He reports that a few McDonald's restaurants have installed nonoffensive incinerators as a pilot program.

"People in the know think thermal-waste oxidizing, which burns extremely hot and clean, is a great part of the solution," he says. "Our tests show that the incinerators are burning innocuously and that there is no emission in the air or toxic ash being distributed."

McDonald's is exploring a second method of waste-to-energy, which is called refuse-derived fuel (RDF). In this process, trash is dried and converted into pellets, which industry can use as fuel in boiler furnaces in place of precious fossil fuels.

4. Minimal Landfilling

If Americans actively participated in responsible source reduction, recycling and incineration, contributions to landfills would be substantially reduced. The need for a "dump" will always be there, however. Civilization has always produced trash, and our landfills eventually provide space for parks, golf courses, storage and industrial complexes, and commercial buildings.

William Rathje, an anthropologist and director of The Garbage Project at the University of Arizona, writes in an upcoming article in the *Journal of*

Resource Management and Technology that he could not find a recently closed landfill in the San Francisco Bay area to excavate. Every landfill closed more than five years ago had already been covered by a productive civic or commercial enterprise.

Rathje further notes that our society's behavior is nothing new: Mexico City expands its size by building on closed landfills at a rate of 20 city blocks each year.

5. Public Education

The final solution left in the equation of solid-waste management is accurate and objective education of the public, government representatives and special-interest groups.

"We are actively participating in getting information out to the media, government and public," says Raber. "We feel that our best direction is to encourage individual operators to take more initiative and implement more solutions."

Mitchell echoes Rathje by noting, "We are not going to be covered up in waste; we'll just build on top of it. But we can help lessen our trash problem be reusing what we can and not overusing or wasting our resources."

Carl Karcher's is active in litter-abatement promotions in several cities where it does business. It sponsors litter pickup days that end with city-wide barbecues provided by the restaurant. Burger King is also addressing the litter problem.

"The public sees our containers in the gutter and believes that we are the biggest contributors to the landfill problem," England says. "We're getting this backlash because of the public's misperceptions, which are built on a mound of litter.

"Fast (food) feeders have a unique role with the youth of America," England adds. "Among us we employ nearly every kid in America. If we teach them responsible behavior while we have them under our wing, we can change a generation of litterers and overusers."

Every contribution helps

Perhaps you cannot fund your own incinerator, as McDonald's is doing, or afford to convert to a new packaging scheme. What can the small restaurateur or single operator contribute to the solid-waste solution? Plenty. Here are just a few of the efforts you can make:

▶Train your employees to eliminate unnecessary waste.

▶Carefully evalute your packaging for costly and environmentally irresponsible redundancies.

▶Sponsor recycling pickups or city cleanup days.

▶Monitor local city councils and legislators pondering solid-waste-management regulations and speak out against unfair or ineffective measures.

▶Participate in your local recycling program.

▶Volunteer your site as a collection location.

▶Join with other small operators to identify a hauler who will carry your recyclables to its disposal points.

▶Volunteer to head your city's litter task force.

▶Educate your local media about the true problems affecting solid waste.

"A multifaceted program followed voluntarily by the entire restaurant industry is the best solution to this problem," says Harrington. "Outright bans won't work, and just using one method won't really solve the problem. We have to combine the solutions to make a dent in the solid-waste problem. Everyone at all levels is needed to get the solution in place." ❑

What customers may want to know

As a restaurant operator, are you prepared to answer your customers' questions about your solutions to the nation's solid-waste crisis? Below are some of the most common questions raised by concerned consumers.

1. Why not just eliminate plastics from fast food packaging?
There are four good reasons to use plastic and polystyrene packaging in foodservice. The products offer sanitary benefits that can't be ignored. They are less expensive than other containers, which keeps food costs down. Polystyrene-foam containers retain a product's desired temperature better than most paperboard containers. Finally, plastics provide the convenience that fast food customers seek. (See accompanying article on plastics).

2. Aren't plastic-foam containers harmful to the environment?
No. Most foam foodservice products never used chlorofluorocarbons (CFCs), which can damage the earth's ozone layer. Since 1988, *no* foam foodservice products have been made with CFCs.

3. Shouldn't we use only biodegradable products?
We should make an effort to use biodegradable products when possible. But that isn't a total solution to the landfill problem. Landfills are often confused with compost piles. But items in a compost pile degrade rapidly because they are exposed to oxygen. Once refuse—biodegradable or not—is buried in a landfill, its degrading process slows dramatically and may even stop. The real solution to the landfill problem is to lessen the amount of material we bury by source reduction, incineration and recycling.

4. Can plastics be recycled?
Yes. Some can be incinerated to create a clean source of energy for industry, while other types are shredded for use in construction materials.

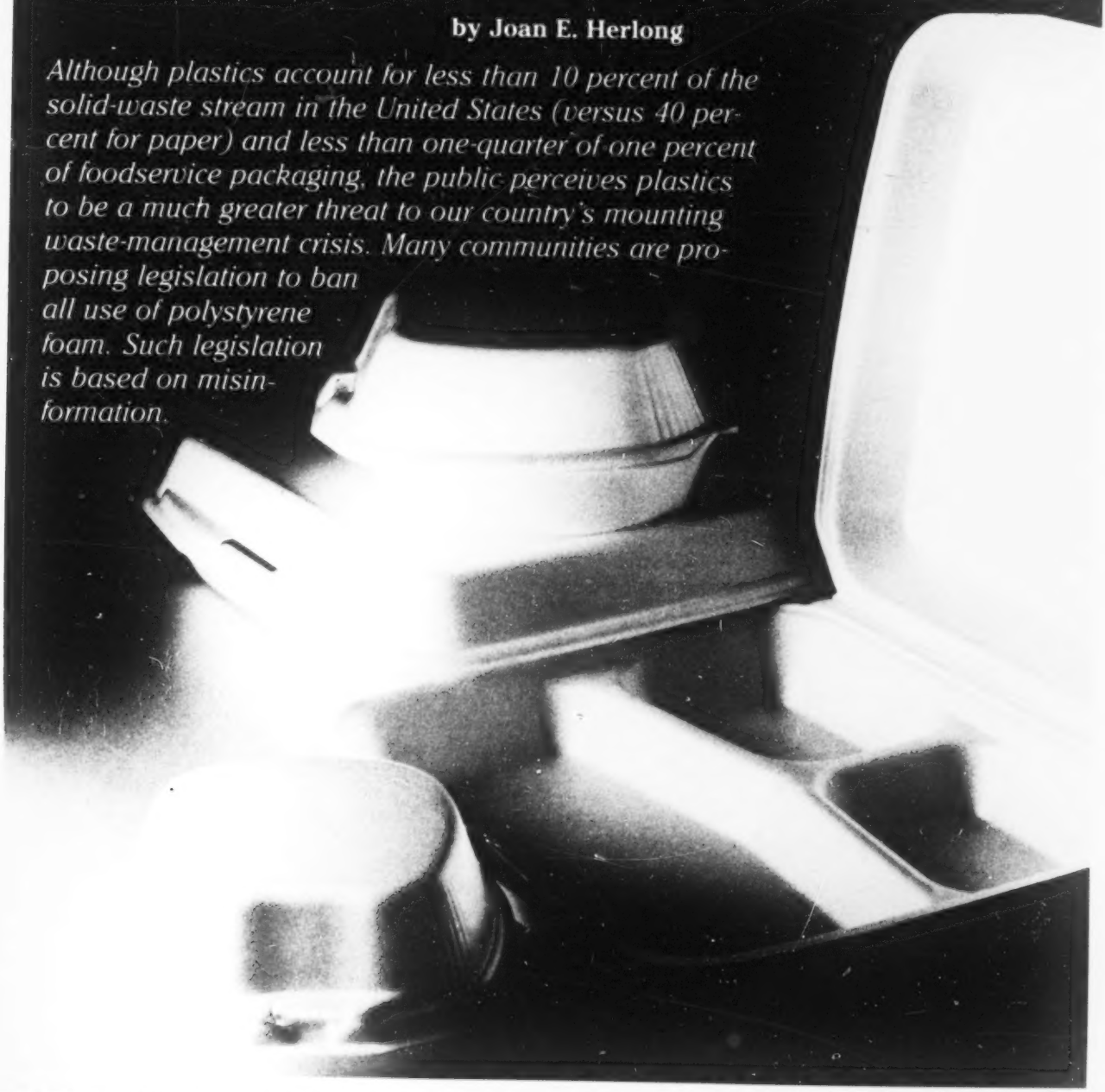
5. Why don't restaurants use recycled paper and plastic products to wrap their food?
During the recycling process many different items are combined to create a new product. Since there is no way to tell where recycled materials originated, federal health and safety laws prohibit restaurants from using recycled materials for most food-contact surfaces. Instead, recycled food packaging is used for nonfood purposes, such as videotapes and planter pots.

6. How much of the solid-waste stream is made up of fast food disposables?
Only about of one-third of one percent of the total solid-waste stream is fast food packaging of any kind. The great bulk of landfills is made up of paper—much of which could be recycled—and yard clippings, much of which could be used as compost.

MISGUIDED PANIC OVER PLASTICS

by Joan E. Herlong

Although plastics account for less than 10 percent of the solid-waste stream in the United States (versus 40 percent for paper) and less than one-quarter of one percent of foodservice packaging, the public perceives plastics to be a much greater threat to our country's mounting waste-management crisis. Many communities are proposing legislation to ban all use of polystyrene foam. Such legislation is based on misinformation.



Plastics—foam and rigid varieties—touch every aspect of our lives, to the point where we wonder how we ever managed without them. This is particularly true in the packaging and serving of foods.

Every boon has a bane, however. Although plastics are convenient, inexpensive and "disposable," plastics have become a symbol of our wasteful society and a source of increasing concern to both consumers and politicans. And the reason why is when plastics are discarded, they don't go away. "Disposable" is *not* the same as "biodegradable."

Joan Herlong is a freelance writer in Arlington, Virginia, who writes frequently for ***Restaurants USA.***

Good riddance to CFCs

The most commonly used plastic in the foodservice industry is probably the polystyrene foam of containers (popularly known by its Dow trademark, styrofoam). Polystyrene foam is used in cups, bowls, plates, cafeteria trays and clamshell containers. (Polystyrene not in foam form is often seen as the clear plastic clamshell containers often used at salad bars.) Polystyrene foam accounts for only 11 percent of all plastics packaging.

In the *past*, the manufacture of polystyrenes posed a real threat to the environment. The foaming agents, or chlorofluorocarbons (CFCs), used in the manufacturing process were discovered to deplete the earth's protective ozone layer.

When the damage was reported, U.S. polystyrene producers reached a voluntary agreement with environmental organizations to phase out

CFCs by the end of 1988—the first industry in the world to do so. Now, polystyrenes are made with a new, EPA-approved foaming agent called HCFC-22, which, although not a panacea, is reportedly 95 percent less threatening to the ozone layer than were CFCs. This quick action and near-unanimous compliance received international kudos. Last October, a conference of the United Nations Environment Program at The Hague recognized the U.S. foam packaging industry for its quick action in phasing out CFCs, as well as for the example it has set for other industries.

According to Nancy Sherman, vice president for public affairs for the Foodservice & Packaging Institute (FPI) in Washington DC, "Ninety-nine percent of polystyrene manufacturers are out of CFCs. A small number of companies are still working out some technical difficulties, but we expect the industry to be completely CFC-free in the near future."

Are plastics "good litter"?

Although polystyrene manufacturing is now a much safer process, polystyrenes are still in the news because they are not biodegradable. The issue of "good" (biodegradable) waste versus "bad" (nonbiodegradable or inert), however, is hardly clear-cut.

According to John Tierney, a spokesman for the Polystyrene Packaging Council in Washington DC, "Degradability is a bit overrated. It's also a relative thing. Using paper goods instead of plastics is not necessarily more environmentally sound."

Sherman of FPI concurs with Tierney's assessment, but cautions against labels. "There is no such thing as 'good litter' or 'bad litter,'" explains Sherman. "*All* litter needs to be managed and reduced. The key thing is manageability."

Contrary to popular perceptions, manufacturers maintain that polystyrenes play a positive role as components of landfill materials. As Tierney explains, "Polystyrenes are inert, so they contribute to landfill stabilization."

The recycling route

Recycling seems to be the one option that consumers, environmentalists and industry can agree upon. Plastics are among the products easiest to reclaim for reuse, and the plastics industry is backing recycling efforts. "Plastics can and are being recycled," says Tierney. "The technical capabilities are all there; economics are the major stumbling block at this point."

Processes have already been developed to recycle mixed plastics, such as soft-drink bottles and milk jugs, but they must be separated. At one plant in Leominster, Massachusetts, foam products such as coffee cups and hamburger trays are being turned into nonfood products like flowerpots, coat hangers and fence posts. "I predict that the plastic-bashing that's going on today will stop and polystyrene will become an environmental hero," Robert J. Barrett, safety environmental officer of Mobil Chemical Co., told the Associated Press.

The difficulty in recycling foodservice packaging is collection. To facilitate the growth of recycling, seven polystyrene manufacturers recently announced a $14 million plan to form the National Polystyrene Recycling Company (NPRC). By establishing five regional recycling facilities over the next year, the company's primary purpose is to develop a nationwide infrastructure for economical polystyrene recycling.

NPRC's initial goal is to recycle 25 percent of all disposable polystyrene products by 1995, which is more than the current 11 percent rate for all recycling in the United States.

Plans call for locally based operators—including polystyrene manufacturers and recycling companies already handling paper, glass and aluminum—to run the five regional recycling plants. NPRC hopes to work closely with restaurants, school systems and other major users of polystyrene packaging to encourage on-site separation of polystyrene waste.

The incineration option

Although recycling will take care of a growing amount of our solid waste, even the most ambitious recycling programs will not be able to reclaim 100 percent of our solid trash (Japan recycles about 65 percent of its trash—one of the best rates in the world). The balance of our trash can be burned, providing electricity or energy. Waste-to-energy-incinerators reduce the overall volume of unrecycled trash by as much as 90 percent.

Polystyrene foam products can be safely incinerated. When completely combusted, polystyrene gives off carbon dioxide, water and trace levels of ash—the same products as paper. And the residue is a fraction of that from mixed solid waste. (A hundred pounds of polystyrene foam leaves .01 pound ash residue, versus 25 pounds for mixed waste.)

What restaurants are doing

Individual restaurants and chains are doing their part in making progress with plastic-waste management. Wendy's International was the first national chain to announce its removal of foam containers manufactured with CFCs, four months ahead of the agreed-upon deadline of January 1989.

Wendy's also switched from foam sandwich containers to biodegradable paper. The chain continues to use "CFC-free" foam coffee cups and salad-bar plates, but has asked its suppliers to explore recycling options for all the foam products used in its restaurants. Says Denny Lynch, vice president of communications for Wendy's, "These steps are taken by a responsible company that is concerned about the environment."

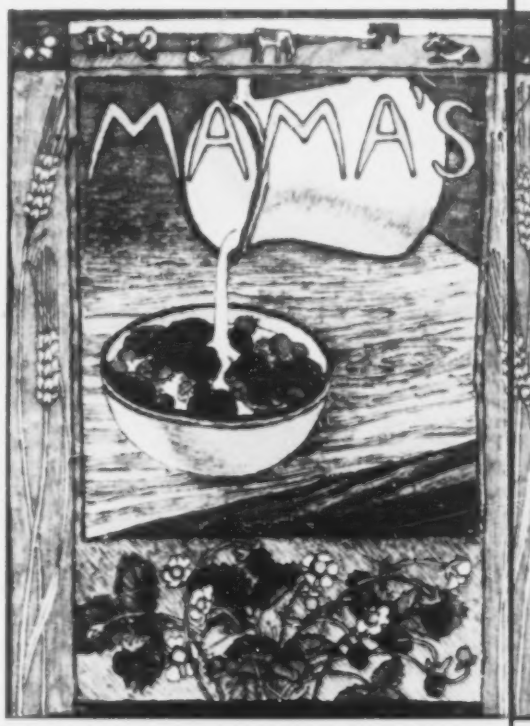
Rather than switching to paper products, McDonald's is pursuing recycling as the answer to the waste problem. Linda Fontana, media-relations manager for McDonald's, says "Polystyrene packaging is the best available for our products. It is sanitary, portable and cold/heat insulating."

In conjunction with Rubbermaid Commercial Products and Amoco, McDonald's is currently involved in two pilot projects in Brooklyn and Nassau County, New York, for recycling foam polystyrene materials into foodservice trays and housing insulation. Twenty restaurants are sending all of their consumer wastes to a central recycling facility for separation and processing. ❑

NAPKINS INTO ART

by Julie Fintel

Paper napkins are predestined to be used once, then thrown away. But a few have a higher calling.



There's a creative kind of recycling taking place in Oakland, California. But it has more to do with the world of art than practical reuse. The focus is the unlikely paper napkin—saved from the food-smeared lips and chins of diners and transformed into an artistic vision. Each year these disposables-turned-collectibles are entered into the napkin-art contest sponsored by Mama's Royal Cafe.

George Marino, owner of the popular 100-seat cafe, got the idea for the contest seven years ago. His patrons, like patrons everywhere, often doodled on the paper napkins while waiting for an order to arrive. But since the restaurant is in an area where artists abound—the California College of Arts and Crafts plus the state university at Berkeley are in the neighborhood—the doodles were often too good to throw away. So Marino decided to give his talented doodlers even more incentive to be creative by sponsoring a napkin-art contest, complete with cash prizes going to the best three entries and breakfast certificates to 30 honorable mentions. There is even a category for children. Five youngsters under the age of 12 each receive a $10 prize.

Entries are submitted from January 1 through March 31—mainly from the Bay Area, but some come from as far away as Iowa and even New York. On April 15, three judges—always local artists and often regular customers as well—size up the more than 300 entries and name the winners. Word of the contest gets out by flyers passed to customers in the cafe and distributed to local businesses, friends and neighbors. Marino also places a classified advertisement in *Art News*, a national art magazine. "It is the only advertising of any sort that the restaurant does," explains Marino, who believes the results are well worth the minimal cost.

Julie Fintel is a regular contributor to ***Restaurants USA.***

The contest rules are nondiscriminatory. Any napkin will do—no particulars about color, size or weight, but paper towels are out. "Some do try to sneak in paper towels," reports manager Mary Stone, and it is no wonder, since the fragile napkin smudges, tears, wrinkles and bleeds.

But the difficulties pose a seductive challenge for artists whose mediums range from crayons to papier mache. "You wouldn't believe what some of the contestants come up with," says Stone. "For example, among this year's 300 entries was a mask one artist had molded to her face and then trimmed with different colors of cellophane paper."

The panel of three judges didn't award the mask's creator one of the top three prizes, but another three-dimensional entry, submitted by Wendy Karner, won the $100 second prize; it was a green dinosaur coming out of an egg. This year's first and third prizes went to the same family. Winner of the $200 first prize was E. Bear (the professional name of Deidre Basford, a ceramic artist). She submitted a detailed pen-and-ink drawing of gargoyles having a tea party. Her husband, David Harris, won the $50 third prize for a colored-pen computer drawing of a robot magician performing a succession of magic tricks.

As an art patron himself, Marino holds the napkin-art contest because he enjoys it. But he's sure it's good for business too. "People come in and bring their friends just to see the entries that are displayed around the restaurant." And local papers, from the *San Francisco Examiner* to the University of California at Berkeley's student newspaper, have run stories about the contest.

Marino displays as many of the entries as possible throughout the restaurant, putting the 3-D pieces in Plexiglas cases. The previous year's entries are packed in cardboard boxes and stored in Marino's garage. There are now about 2,000 pieces of napkin art in the garage, and Marino is still puzzling over what to do with them. "They don't deteriorate," he says. And he can't bear to throw them away, not only because he admires them, but also because they may be valuable some day. "The people in those first contests—they may be famous now, who knows?" he wonders. ❑

About Creepy, Crawly, Squirmy Things

And How to Keep Them Out

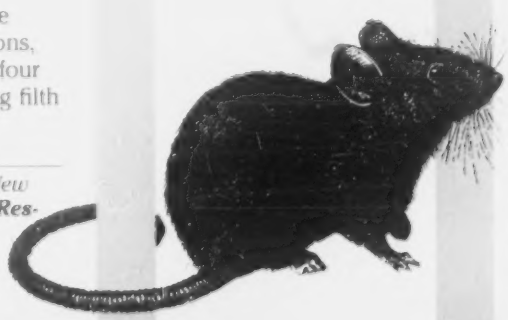
There is no single "miracle weapon" to control pests. Integrated pest management is the most effective approach, and pest-control prevention is the important first step.

by Gary M. Stern

Endearing and cute, Mickey Mouse has, for more than 50 years, symbolized how lovable animals can be. Mickey Mouse is so loved by children and adults that his figure adorns T-shirts, sweaters, watches, dolls and other paraphernalia produced by the multi-million dollar Walt Disney World empire. And why not? Mickey is innocent, sensitive, genial and spunky; and if Walt Disney and his movie studio had their way, he'd be every community's mascot.

But unfortunately, Mickey Mouse is fictitious. And his "real life" counterpart is not anywhere near as lovable as the animated version would lead you to believe. If you own or manage a restaurant and want to keep it clean, healthy and in compliance with the law and health regulations, you'll have to rid your eatery of four restaurant enemies that can bring filth and dirt into a kitchen. And mice—not the Mickey on the screen but the rodent that sniffs, scurries and sneaks—are in the same category as cockroaches, rats and flies.

These small but mighty creatures contaminate food, destroy a kitchen's cleanliness, arouse the wrath of health inspectors and eventually lead to a restaurant being fined and, in worst-case scenarios, closed. That is why preventive pest control is important.



A little animal psychology

To prevent rodents and insects from infiltrating your restaurant, you'll need to apply a little animal psychology. Understanding what draws animals to your restaurant and where they like to live is the first step in ensuring that you never have to see a mouse dart out from under a table, a cockroach quickly crawl when a light goes on, a rat hover in a corner, or a fly lazily meander into your kitchen.

Cockroaches—Enemy #1. According to most pest-control experts, cockroaches are enemy number one.

Gary Stern is a freelance writer in New York City who writes frequently for ***Restaurants USA.***

What makes the cockroach such a formidable foe is its rapid reproductive rate and its adaptability to many kinds of insecticide. In fact, a restaurant can be treated one day, eliminating the dreaded bug; but if one cockroach reenters the eatery, the reproductive process can start all over again the next day, and the squirmy hordes will return.

Because they avoid light, cockroaches are, for the most part, nocturnal. George Rambo, director of research, education and technology at the National Pest Control Association, asserts that if you walk into your restaurant in the morning and see a horde of cockroaches, you undoubtedly have a major outbreak of these insects.

"Cockroaches will feed on anything that man feeds on and a lot of things he won't," says Doug Mampe, who runs DM Associates, a New Jersey-based consulting firm specializing in pest control. In addition to food, cockroaches will dine on grease deposits around a stove and dishwasher, paste from wallpaper and almost anything organic, including garbage. Like humans, cockroaches have their own preferences, which include foods with high sugar content (Oh, that sweet tooth!), and fermented drinks.

Cockroaches like to live in spaces approximately one-eighth of an inch to three-sixteenths of an inch wide—the width of a kitchen knife. The smallest crevice behind a stove or wallpaper can house a family of these creatures, and you can find them behind baseboards, windows and door frames; between cabinets and walls; and (alas) underneath booth seats.

Mice and rats—Enemies #2 and #3. Of these two public health enemies, mice in particular, reproduce rapidly (though not in the abundance of cockroaches), and they will typically have four to six litters per year. After only 90 days, a female mouse is ready to reproduce. Therefore, one pregnant female in a year can generate several hundred mice by year's end if no control measures are taken. Although mice and rats prefer fresh food to leftovers, George Rambo says they will eat the same things that we do, and eat many things we don't—like garbage. New York City health inspector Gene Miskin notes that mice also like flour, sugar and rice left on the floor, which is one reason why most city health codes require that all food in storage areas be kept at a minimum of six inches above the floor. Both mice and rats are nocturnal: Their activities begin at sunset, continue through the night, and end at daybreak when they seek seclusion.

There are differences between these two rodents, however. Whereas mice are curious, rats are cautious. That's why mice can be trapped, and rats, most often, cannot. Experts report that mice can be trapped in glueboards or repeating traps (in which the mice flip over into another compartment), because they love to investigate. Rats, however, have a sixth sense about their environment. If they spot something new, they'll avoid it for days. And because their sight is limited, they rarely run in the open, walking instead along the walls as they feel their way.

Most mice can enter a restaurant by squeezing into an opening a quarter-of-an-inch wide. Many mice sneak in with packaged material or in cardboard cartons, where they may have set up their own "housekeeping." The season to be especially cautious of mouse invaders is fall, when the temperature starts dropping and mice look for warmth.

Because of their larger size, rats are not brought into restaurants through incoming goods. Most rats come in from the outside through the subfloor, basements, uncapped sewer lines, holes in the foundations and openings in basement floors made for utility lines. But, be wary. Rats can enter through a hole in the roof as well; so make sure all openings are shut tight. Contrary to their image, rats are not loners. They are social animals who live in colonies with their own social structure. Most exterminators consider rats to be more intelligent than mice.

Despite their ingenuity and strength, however, rats are fearful of people and tend to enter restaurants only when they have been shut for vacations or holidays. If you're closing your restaurant for three weeks or more, make sure all crevices are sealed, pipes are intact and any underground passage is sealed tight. Since rats have strong jaws and sharp teeth, they can eat their way through wood, lead, unsettled cement and cinder blocks. But as soon as they hear people, most rats will stop gnawing and abscond.

Flies—Enemy #4. Flies are pesky. Keeping flies out of a kitchen or building is no easy task. They love odors. When the temperature starts rising in spring and summer, unsuspecting cooks open doors, and practically invite the entire local fly population to overrun their kitchens. To prevent flies from having easy access, keep screens on all windows.

Understanding what draws animals to your restaurant and where they like to live is the first step in ensuring that you never have to see a mouse dart out from under a table, a cockroach quickly crawl when a light goes on, a rat hover in a corner, or a fly lazily meander into your kitchen.

If the exterminator sets a price, enters your restaurant, sprays in corners and leaves, without consulting you, your pest problem is not likely to be solved.

Tips for keeping out pests

"You have to be an animal psychologist and know their habits to keep them out of your restaurant," says Rambo about insects and rodents that inhabit restaurants. Hiring an exterminator once a month to perform a superficial spraying will not prevent insects and rodents from reentering your establishment.

If rodents and insects are so pesky, inventive and persistent, how can restaurateurs keep them from entering their restaurants and mutiplying? The key, says Richard Vergili, the education department chairman and teacher of foodservice sanitation at the Culinary Institute of America in Hyde Park, New York, is "integrated pest management rooted in prevention." Here are some suggestions from leading experts on how to insure that no rodent or insect enters your premises:

□ Make sure your building is pestproof. Perform your own structural analysis (or call in an expert). See that there are no obvious openings. Examine any decorative panels over a wall, especially if there is a quarter-of-an-inch of space between them and wood. These niches can be cozy nests for cockroaches. Make sure all panels are tightly connected to the wall. If you find any holes, cracks or crevices, inject an EPA-registered insecticide into them and seal them.

□ Ensure that the exterior surroundings are as clean as can be.

□ Avoid any loose drains in the restaurants through which rats can enter. And cap all sewer lines.

□ Have properly self-closing doors that fit snugly and that have metal shields to seal any openings. Make sure windows are all properly screened and that the foundation is tight.

□ Do not place the dumpster by the back door, which will attract flies and rodents to enter the nearby kitchen. Keep the dumpster on an asphalt or concrete pad far away from the kitchen door, and make sure it is clean and sprayed with a pesticide approved by the EPA for foodservice use.

□ To prevent flies from entering, make sure you have a tight-fitting screen door. Another option is to place an air door or air curtain—a fan that pushes flies back out—above the door. Make sure your doors swing outward; this diminishes the chances of flies entering.

Getting rid of pests once they get in

If mouse or rat droppings are found or if cockroaches are sighted, you can either try to eliminate the rodents on your own or hire a pest-control operator. According to Jim Brown, director of technical services for the National Restaurant Association, "Frankly you're better off going to a professional exterminator because of the time and difficulty involved in solving these problems."

To eliminate cockroaches, professional exterminators are using boric-acid dust and boric-acid paste, which can be placed into crevices and under cabinets. Boric acid is slow-acting, taking several days to work. As roaches walk through it, they pick up dust, which gradually kills them. George Rambo of the National Pest Control Association reminds owners that products like boric acid can't be placed just anywhere or in the middle of a room. "You have to put it where roaches are," he says, "in cracks and crevices and behind equipment."

Rambo advises that restaurateurs not use pesticides and other chemical compounds but leave those to professional exterminators.

Caution: If you decide to apply pesticides or insecticides yourself, make sure that you keep them far away from your food supply, to prevent contamination. Time applications to come after cleaning procedures.

How do you choose a pest-control operator?

References and word-of-mouth recommendations from other restaurateurs are your best bets for choosing an exterminator. Contact your local health department for references, because some pest-control operators have been found to use improper methods, such as illegal insecticides, which have contributed to contaminating food.

Before you select a pest-control operator, ask several candidates if they are licensed and bonded, how often they plan to treat your operation and whether they perform secondary inspection. "You are buying more than a few ounces of chemicals," cautions Jim Brown. "You are buying expertise in the biology of the animal and this knowledge should be reflected in the services provided."

Be sure to sign a contract stipulating exactly what you will get for your money and whether there is any guarantee of pest elimination. Optimally, the pest-control operator will devise a program to rid your establishment of insects or rodents. If the exterminator sets a price, enters your restaurant, sprays in corners and leaves, without consulting you, your pest problem is not likely to be solved. An effective pest-control program will consist of several steps—inspection, determining the problem, a report taking care of sanitation and treatment, and regular follow-up inspections, which can range from once to three times a month (or more), depending upon the problem's severity and the restaurant's size. Solving the pest problem will cost money. Prices can range from $25 a month for a very small restaurant to hundreds of dollars a month for a multirestaurant complex like the Plaza Hotel in New York City.

There is a solution

Can every insect and rodent problem be solved? Consultant Doug Mampe asserts, "I've never seen a problem you can't deal with, assuming that the restaurateur is willing to do his part, including sealing all openings. We have failures in control if we don't get cooperation or a technician is not doing his job properly." ❑

Reclaimed Waterways

As America's cities look inward for inspiration and recreation, old waterways have become prime sites for restaurants seeking a rich visual setting.

There was a time when a city's waterway was the gateway to the outside world and the site of the town's most important businesses. But urban sprawl, interstate highways and air travel for a time lessened the importance of U.S. waterways. In a recent shift, waterways are once again being looked at as aesthetically inviting places near which to do business. Increased interest in inner-city living has increased demand for urban recreational opportunities, and new tax laws favoring adaptive reuse of historic preservation have added an economic incentive. It is no wonder, then, that restaurateurs are standing in line to capitalize on the charm of reclaimed waterways.

First breakthrough: Faneuil Hall

One of the first signs that waterfronts were on their way back came in the mid-1970s when James W. Rouse (who runs a Maryland-based nonprofit company that builds waterfront developments with both public and private money) renovated Faneuil Hall, an 18th-century meeting place a block from Boston Harbor. The marketplace attracted 10 million people its first year. Many observers believe Boston was a "natural" for this type of project. "Boston is seafood and water," observes Steven Miller, general partner of Boston's Cherrystone's Restaurant, which overlooks a 75-boat marina in Boston Harbor. "We do a good business because Boston is a strong tourist and business travel town."

But Rouse did not stop with Bos-

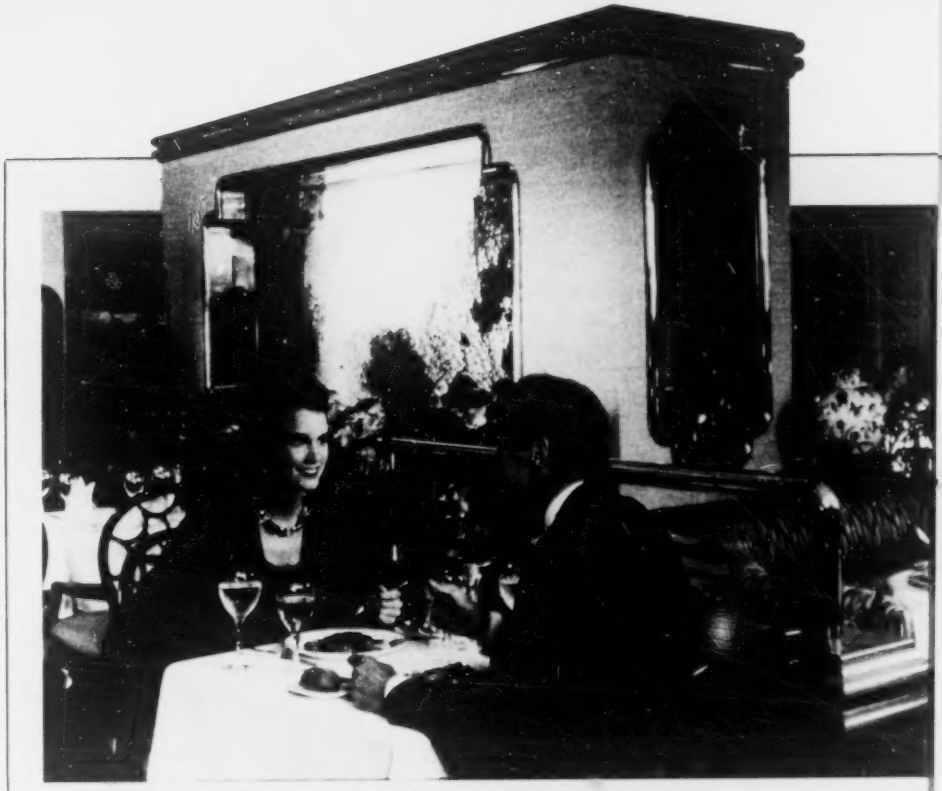
ton. Having established his reputation with Faneuil Hall, Rouse won the right to develop Baltimore's harbor. Where once there was a seedy area of old warehouses and decaying docks, today there is Harborplace, a colorful, clean, festive promenade on the water, with two pavilions housing restaurants and shops. One of the pavilions contains almost all fast food stands offering ethnic foods from Baltimore's neighborhoods. Munchers have the option of eating at tables inside the pavilion or finding a vantage point outside where they can enjoy the view as they dine. Of course, fullservice restaurants are part of Harborplace, too.

So successful has Harborplace been that restaurants are opening on its periphery to take advantage of the crowds that flock there.

One restaurant in the neighborhood of Harborplace is Harrison's Pier 5 Eastern Shore Restaurant, part of a 71-room hotel built on an unused pier. The Harrisons, who have run an inn on Tilghman Island in Chesapeake Bay for many years, had the foresight to put in their bid for the site four years ago. The hotel offers waterfront dining not only in its two bars and dining room, but also on two boats moored outside, where shellfish is sold to diners to enjoy at picnic tables shaded by awnings.

The water beckons everywhere

Just as coastal cities did before them, communities inland are discovering the civic and commercial potential of their waterfronts. Dining at the water's edge continues to have a magical allure. Underused docksides and abandoned industrial sites are being transformed into marinas, parks, hotels and retail malls that are bringing people back downtown. In Chicago, restaurateur Dan Rosenthal has recreated a Carolina crabhouse in an old warehouse in the North Pier complex on the Chicago River. "It's the hottest site in Chicago," says Rosenthal of the block-long building that houses nine other restaurants. In Buffalo, Shooters International Inc., whose specialty is waterfront restaurants, has just opened a place on Lake Erie. "Buffalo's waterfront was



AQUARIUMS: A WATERY WORLD

How can a restaurant not on the water bring the soothing atmosphere of the sea or the quiet meandering of fish to customers? The answer may be an aquarium.

Unique is the right word to use when describing the bar at Out Takes in Chicago; its top half is an aquarium. The 50-foot-long bar was conceived and constructed by Ken Smith and Ira Sapir, owners of the restaurant, with the help of an aquarium expert.

Built into a large "L" shape, the bar at Out Takes is divided into two separate tanks. The larger section is a 600-gallon saltwater tank. The smaller part is a 500-gallon freshwater tank. In both tanks, colorful glass cameras and tubes provide a playground for the many fish that swim before the eyes and below the drinks of customers. A small aquarium tank has been added in the seating area at Out Takes for more exotic fish and to continue the water theme.

According to Out Takes manager Frank Mylander, what started as an attempt "to be different" has been successful for making Out Takes a bar that people tell their friends about. Mylander said many customers just refer to Out Takes as "the aquarium bar."

The bar at Out Takes is serviced regularly by a Chicago-based company called Aquariums by Design. Although the company didn't build the bar, it does maintain it and supplies fish, food and regular cleaning. Mylander said the filtration system in the tank is just like the systems in small tanks, only bigger. Filtration systems can get very complex, however. But the simpler the system, the less likely it is to break down and the easier it is to care for.

Aquatic design

At Nick's Fish Market in Rosemont, Illinois, owner Nick Nicholas wanted to present "living art" that went along with the seafood cuisine of the restaurant. So he had three 5-by-6-foot aquariums installed. Each holds 450 gallons of water, and each is decorated to resemble an actual slice of the ocean floor. Liz Sharp, manager of Aquariums by Design, the company that designed and constructed the aquariums at Nick's, said the tank decorations are similar to actual living coral reefs.

Two of the huge tanks serve as dividers

between different dining areas of this dimly lit seafood restaurant. The third tank is situated along a wall.

Sights, sounds of the sea

At Pearls restaurant in Woodland Hills, California, the huge 7-by-18-foot saltwater tank serves as a centerpiece of the restaurant, which features traditional seafood dishes with "a touch of the Orient." The restaurant decor reflects the cuisine. The carved wooden chair backs in the restaurant echo the delicate shapes of coral in the aquarium. Above the aquarium, suspended from the ceiling, are a number of Asian umbrellas.

The aquarium at Pearls serves a dual purpose—not only does it add to the ambience, but it also provides some of the light in the restaurant. During dinner, the gentle ebb and flow of tropical fish, including angelfish and lionfish, is punctuated by a harpist playing soothing sounds evoking water.

According to David Iwata, director of marketing for the Woodland Hills Marriott, where Pearls is located, fish are chosen for the aquarium on the basis of their aesthetic value and can range in cost from $10 to thousands of dollars, depending on the species. Fish are extremely sensitive to temperature, and, according to Mike Kozer, president of the Ruet Company in Lodi, New Jersey, they sometimes require that a tank be chilled, due to the heat generated in many restaurants.

Pearls' aquarium was installed when the restaurant opened and has been such a success that a smaller tank has since been installed in the bar.

Selling points

Restaurateurs and aquarium specialists both agree that an aquarium can make a restaurant an extra-special place. They say one of the major advantages of an aquarium is that it can put customers in a tranquil mood, especially when they are waiting to be seated. And it can make people stay longer. One aquarium manufacturer said he had heard of a bar with an aquarium where regular customers had given names to individual fish.

Most important, however, aquariums can heighten the mood of a restaurant by providing an increased sensual experience for customers—one that gives them something extra to remember a restaurant by.

—Dan Marx

not developed at all," says Jan Idelman, vice president of public relations. "We were the first in the area, but people are coming, and they tell us, 'We haven't been to the waterfront in years.' "

One of the most notable transformations occurred on the Cuyahoga River in Cleveland, in an area called the Flats. In 1969 the Cuyahoga caught fire, a result of oil and trash dumped into the waters by local mills. This gave birth to the Environmental Protection Agency (EPA), which forced the steel companies and sewage plants to clean up their trash. With the cleaner water came a new vitality to the Flats, which attracted restaurants. Shooters was among them. Today the Flats is a booming area.

Shooters in Buffalo and Cleveland are two of six operations belonging to the Fort Lauderdale-based franchise company of the same name. The first restaurant was built on Fort Lauderdale's inland waterway, where boaters could tie up and enter a restaurant in casual clothes. After seeing the popularity of its first operation, Shooters decided to build on waterways elsewhere. All of its restaurants include docks where boats are carefully taken care of, a valet for restaurant-to-boat service, a swimming pool, sun decks and a patio bar as well as indoor and outdoor dining. As with most restaurants on the water, Shooters restaurants have as much glass on the waterside as possible.

Many observers believe the water has a calming effect and its own attractions, such as passing boats, jumping fish and breathtaking vistas. "It's an interesting picture because it changes every three months," says Jeremiah Fain, who owns Harborside Lobstermania in East Greenwich, Rhode Island. "You feel as if you're outside," says Ray Martell, general manager of Milwaukee's lakefront restaurant, Pieces of Eight on Lake Michigan.

A seasonal business

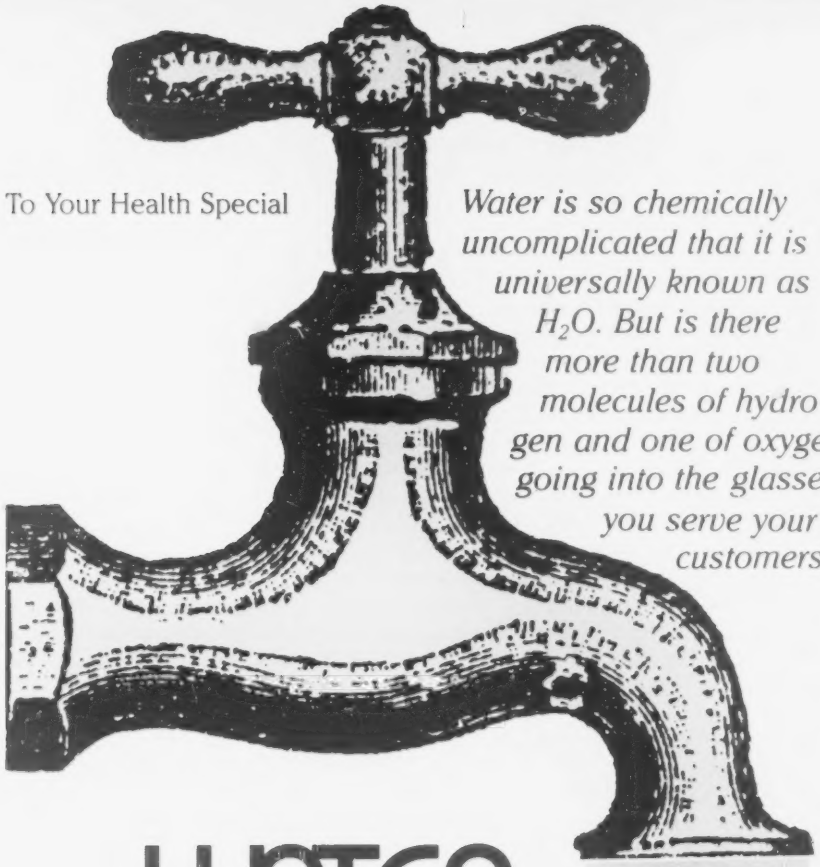
Despite the lure of the water, all waterfront operators acknowledge that business can be seasonal. Jeremiah Fain lays off workers—mainly cooks—in the winter. "Although we do well in the winter," he says, "when it's cold and lousy, people stay away from the water." On southern waters, hurricanes are the enemy. "We close the business down, tape windows and evacuate almost every year," reports Gary Young, owner of Barts on the Lake, in New Orleans. But the neighboring Morton's Seafood Restaurant, 28 miles to the north, waits until winds kick up to 125 miles an hour before closing. "I'm more worried about being bit by a crawfish than being hit by a hurricane," says part owner Walter Hammet.

Even on the West Coast, with its generally mild climate, a storm can cause a dent in business. Bob Morris, president of Gladstone's 4 Fish in Pacific Palisades, California, has the good fortune to be located in an area that boasts 220 weather-perfect days a year. There are some bad-weather days, however. On one occasion water crashed into the restaurant, causing $500,000 of damage. "In the winter, when it's storming and the waves are over your head, there's no use being open," says Morris. "There aren't that many guests on the highway."

To combat the falloff in business in the colder months, waterfront restaurateurs do what other restaurateurs do to lure in customers in the off-season—they have promotions. At Faneuil Hall and Harborplace, for example, Christmas festivals bring the crowds in December. Shooters has a special Sunday brunch, with prices starting at $4.95. And Gladstone's offers a special on foggy days, *cioppino*, an Italian fish stew.

The weather along bodies of water has other disadvantages besides discouraging customers. As any boat owner knows, metal corrodes, paint peels and wood rots along the water all at a faster rate than inland. Thus maintenance can be a big expense.

But an occasional bout with bad weather and the increased costs of maintenance are not enough to discourage waterfront restaurants from adding the age-old romance of the water to their dining experience. As urban planner James W. Rouse points out, "Water has mystery; it holds magic in its color and movement and [therefore] has great human appeal." ❑



Water is so chemically uncomplicated that it is universally known as H_2O. But is there more than two molecules of hydrogen and one of oxygen going into the glasses you serve your customers?

WATER More than H_2O

So essential to life, water is a readily available resource, but it is one that is too often taken for granted. Thanks to modern purification techniques, waterborne outbreaks of diseases like typhoid, dysentery and cholera have been virtually eliminated in 20th-century America, but the municipal water supplies are not without problems.

Water can become contaminated by both chemicals and microorganisms. Pollutants can be discharged directly into the water supply, such as a pipe that pours waste into a river. Or water may become contaminated indirectly as a result of such day-to-day activities as farming, construction, landfill leaching, mining and manufacturing. Sometimes chemical pollutants in water naturally dissipate, such as those that are absorbed by the bed of a flowing river or ones that are destroyed by organisms in the water. But nature cannot purify water that has received large doses of toxic chemicals. Insecticides, herbicides, fertilizers and dyes as well as compounds of petroleum, mercury or arsenic are potentially toxic to humans and fish. Although most of these chemicals are harmless in small amounts, the metals they contain are not metabolized and can accumulate in tissues to toxic levels. Mercury, cadmium and lead are some examples.

In addition, disease-causing organisms can thrive in water and transmit infectious diseases. Although widespread outbreaks of waterborne diseases are uncommon in the United States, the number of waterborne disease occurrences has been increasing over the last 30 years. Experts speculate that this may be due to more efficient reporting systems, but biologic contamination does occur more often in smaller water systems where filtering and disinfecting can be inadequate.

How safe is drinking water?

Most water available for drinking is unfit for consumption before it is treated. Until the 1970s individual states were solely responsible for the regulation of public water supplies. Limitations in staffing and funding re-

Lead and chlorine

Lead contamination has received a fair share of attention recently because it is potentially devastating to the body. Lead can raise blood pressure in adults, cause premature births and damage the nervous systems of infants and children. Lead from pipes or lead solder can leach into the water that runs through the pipes, contaminating the water after it has been purified. The amount of lead picked up depends on the temperature and acidity of the water. Hot water and water of low pH (acidic) leach more lead from pipes than do cold water and more alkaline water. A 1986 amendment to the Safe Drinking Water Act prohibits the use of lead pipes, solder and fluxes for drinking water. States carry out the ban through local plumbing codes. But buildings and plumbing constructed prior to the amendment are potential sources of lead contamination.

Ironically, one source of water contamination is a result of the purification process—the addition of chlorine. As a disinfectant, chlorine destroys disease-causing microorganisms, and its residue—which can be tasted in the water in some cities—inhibits bacterial growth that might contaminate the water after it leaves the purification plant.

The bad news is that chlorine can react with other substances that may be in the water to form chlorinated hydrocarbons, which are potential carcinogens. A study by the National Cancer Institute positively correlated the risk of developing bladder cancer with increased consumption of beverages made with chlorinated surface water. But public-health officials agree that the benefits of chlorinated drinking water far exceed the potential cancer risks. In an effort to reduce the amount of chlorinated hydrocarbons, the Safe Drinking Water Act has set a maximum contamination level for these compounds. And municipalities are urged to install carbon filters to reduce the level of chlorinated hydrocarbons.

sulted in poor surveillance and substandard water quality. In 1974 Congress enacted the Safe Drinking Water Act, which authorized the federal government to establish national regulations for drinking water. Under the act, the Environmental Protection Agency (EPA) sets standards, conducts studies and research, and oversees implementation of the act, while state governments have primary responsibility for implementation and enforcement of the act's provisions.

Despite governmental regulations, the purity of our drinking water is not absolute. Although 90 percent of the community water systems comply with EPA criteria for microbiological standards, the 10 percent not in compliance represents more than 5,800 water systems that could be delivering unsafe water. The American Water Works Association also cites problems with monitoring and reporting activities; almost 25 percent of the community water systems fall short in these activities, which means that the microbiological quality of the water is unknown.

Environmental groups are less conservative in their estimates of noncompliance with the Safe Drinking Water Act. The National Wildlife Federation reports that in 1987 more than 36,000 public water systems committed some 101,000 violations of the Safe Drinking Water Act. The EPA has developed enforceable limits for fewer than 100 contaminants, but drinking water could conceivably contain almost 1,000 pollutants. As EPA identifies additional contaminants to be regulated, an increased number of violations are anticipated.

Groundwater has its own potential problems

Groundwater safety also deserves attention. In contrast to surface water, which comes from lakes, rivers and streams, groundwater originates from below the earth's surface, accounting for slightly less than half of the public drinking-water supply. Groundwater may be subjected to pollutants from landfills and underground storage tanks of gasoline or hazardous waste. Once contaminated, groundwater is often more difficult to purify than surface water, since it is usually subject to more severe contamination. The current status of groundwater contamination is unknown, and currently no separate federal legislation governing groundwater quality exists. Rather, it is protected by the Safe Drinking Water Act, which sets contaminant levels for water at the tap.

Bottled water may not be better

Sales of bottled water are booming, and industry experts credit distrust of municipal water supplies for fueling the growth. Those who expect bottled water to be purer than tap water may be wasting their money, however. Bottled water costs an average of 625 times the price of tap water, but legally bottled water does not have to be any cleaner than tap water. Both bottled water sold in bulk containers and tap water are subject to the same provisions of the Safe Drinking Water Act.

Mineral water does not have to comply with the act because of its higher mineral content. Because sparkling waters (club sodas and seltzers) are considered to be soft drinks, they are also exempt. Thus, depending on its source, bottled water could be better or worse than the water delivered from your tap; but there is no way of knowing.

In some cases bottled water could actually be tap water. Anything labeled "drinking water" suggests tapwater contents. Tap water also can be the primary ingredient of soda water, purified water or distilled water. In fact, one beverage manufacturer is test marketing a product called Denver $H_2Oh!$—a sparkling water derived from the city's municipal water system, which is filtered, purified, carbonated and flavored prior to bottling.

What you can do

You should not automatically assume that your water supply is unsafe. In fact, according to an analysis of bottled and tap water performed by *Consumer Reports*, the quality of the municipal water in New York City, New Orleans, San Francisco and parts of Los Angeles is "flawless or nearly flawless." Water from large municipal systems tends to be generally safer than small systems with more restricted budgets. (The *Consumer Reports* analysis included tap water from six cities serving more than 22 million people. No serious contamination was identified.)

How can you tell if your water is suspect? Be alert to tap water that is cloudy, brown, murky, foaming or foul-tasting or smelling. Also be aware of any changes in the water's odor, taste or appearance. Any suspect tap water should be reported to the local water and/or health officials. Some areas will test the water free of charge. But most are overburdened and have limited facilities. They will refer you to a private testing lab that could charge $100 or more per analysis. However, you might consider making the investment if you suspect the presence of lead; operate near a hazardous waste dump, chemical plant or large farm; or draw your water from a noncommunity water system. (A noncommunity system serves primarily nonresidential areas or facilities without year-round residents. Although these systems are also covered by the Safe Drinking Water Act, EPA focuses most of its attention on the compliance of community systems.)

If you want to install a water filter, granular-activated carbon filters are considered the best for screening out organic and nonorganic particles, but they will not stop bacteria or viruses. Granular-activated carbon filters also will improve the taste of tap water. The filters attach either to the faucet or under the sink, and the filter cartridges require frequent replacement (failure to maintain the filters could result in severe biological contamination). Other on-premises purification systems are available, but they operate more slowly and tend to be more complex and expensive. These would be appropriate for those whose water supply has been proven to be contaminated (through lab tests). In emergency situations, water can be boiled for 20 minutes to destroy any harmful bacteria, but the process will result in poor flavor. Refrigeration improves the flavor of heavily chlorinated water. Finally, never serve untreated water, such as spring water collected from a local stream or river.

—Claire Regan, R.D.

VIEWPOINT

SEAFOOD IS

In February 1989 WNBC-TV in New York City carried a four-part series titled "Killer Fish." Viewers saw sewage and discarded medical waste running into the bay. They were told that eating fish can lead to cancer and even death. "People were supposed to make the leap that the medical waste that washed up on New York's beaches last summer was infecting the fish," John Farquhar, a vice president of the Food Marketing Institute, told USA Today. *"It was preposterous, but sales dropped as much as 20 percent after the show ran."*

by Lee J. Weddig

Yes, a very small percentage of seafood in this country has the potential to cause illness, and in rare situations, even death. But that doesn't mean seafood is something you should avoid serving, any more than restaurateurs should avoid serving beef, pork, veal, chicken and foods that carry similar risk. Rather, it means that purveyors of seafood should:

- *Be aware of the extent of the problem.*
- *Understand what is being done about it.*
- *Know how to obtain, store and prepare seafood safely.*

The extent of the problem

You may have heard or read that data from the Centers for Disease Control (CDC) show seafood to be 10.4 times more likely than beef to cause illness, and seven times more likely than poultry. This claim has been widely circulated by a group called Public Voice for Food and Health Policy.

Food and Drug Administration (FDA) Commissioner Dr. Frank E. Young refuted these data in testimony June 7 before the House Subcommittee on Fisheries and Wildlife Conservation and the Environment. Public Voice's claim, he said, uses the number of disease outbreaks that occurred, rather than the number of cases of people who actually got sick. (An outbreak is two or more people getting sick from a common food source.)

Although seafood represented 20.4 percent of outbreaks in CDC data, it accounted for only 5 percent of all foodborne illness, Dr. Young testified. That means, he explained, "that fish and shellfish appear to be one-and-a-half times as likely to cause illness [as] poultry and three times as likely as beef."

However, he said, eliminating raw molluscan shellfish from the seafood category shows the remaining seafood "with a risk equal to beef and somewhat less risky than poultry."

Nonmolluscan disease outbreaks associated with seafood are primarily from two naturally occurring toxins, which cause ciguatera and scombroid poisoning, and average only about 150 cases of illness per year," Dr. Young testified.

Ciguatera toxin develops naturally in some reef fish such as barracuda, snapper and grouper when they eat smaller fish that have been feeding on plankton carrying the toxin.

"Unless you live in the subtropical United States and eat recreationally caught fish," says the publication *FDA Consumer*, "there is little risk of ciguatera poisoning."

Improper refrigeration on the boat or in distribution can result in scombroid toxin (histamine) developing in such fish as tuna, bonito, dolphin and mackerel.

What's being done

Obviously, one ill customer is one too many. And the last thing the seafood industry wants to do is destroy consumer confidence in its wholesome and nutritious products.

With this in mind, in 1985 the National Fisheries Institute (NFI) asked Congress for an improved seafood inspection system. It based this request on a two-year study of the present federal inspection system. The seafood industry's largest trade association, NFI, speaks for more than 1,000 companies in all aspects of seafood harvesting and processing.

The present inspection system includes spot-checks of processing plants, packers, warehouses and products, plus FDA inspections of imports at ports of entry. Between 1,000 and 1,400 of the nation's 4,000 seafood establishments are inspected each year, according to FDA estimates.

For a fee, the National Marine Fisheries Service (NMFS) provides a voluntary inspection and grading service. Many large processors take part, and the service inspects about 10 percent of the seafood consumed in the United States. Finally, a number of states inspect seafood and processing plants and patrol harvest areas.

While the current programs are extensive, they are not comprehensive or consistent. Nor do they provide the level of assurance the public expects. These programs often react to problems rather than anticipate them.

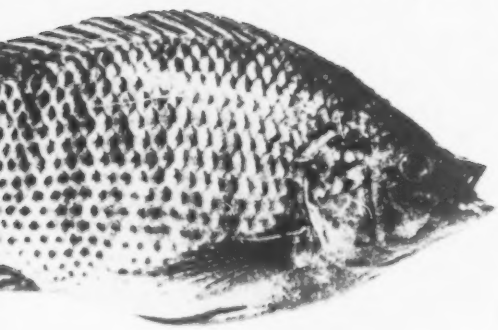
In addition, there's more seafood to be inspected; domestic consumption has risen more than 20 percent since 1982. Indications are that it will continue to grow. Consumers looking for variety are trying new seafood items, too.

These are some of the reasons that NFI took a leadership role in seeking to have the nation's seafood inspection efforts consolidated and expanded. The association's decision, as you might expect, was not accepted by all in the industry.

Congress, however, responded the next year. It gave funds to the Depart-

Lee J. Weddig has been chief staff officer of the National Fisheries Institute in Washington DC since 1967.

SAFE TO EAT



ment of Commerce to design an inspection system based on the Hazard Analysis Critical Control Point (HACCP) concept.

HACCP is nothing new. The FDA already uses it in inspecting low-acid canned foods. The concept is recommended by the National Academy of Sciences. It involves identifying the critical safety-control points in a food-processing operation. Those points are then monitored for safety.

The U.S. Department of Agriculture (USDA) has an inspection program for meat and poultry that involves visual inspection of each carcass. This approach wouldn't be practical for seafood—think of trying to inspect every fish and shellfish coming off every boat!

An interim report on the NMFS' Model Seafood Surveillance Project will be released to Congress this fall. Some in Congress are moving ahead in the meantime. Rep. Gerry Studds (D-MA) has introduced a mandatory-seafood-inspection bill. At a hearing on his bill in June it became clear that there is a lack of agreement on which federal agency should handle a mandatory program and how it should be paid for. The FDA, the NMFS and the USDA all have know-how and involvement with seafood or inspection.

We at NFI believe USDA is best equipped for the job, and recently 13 senators introduced a bill that would place responsibility for the program with USDA. The agency has experience in large-scale inspection with meat and poultry and in working with other governments on imports and exports. It also has the lead federal role in the rapidly growing area of aquaculture, or fish farming.

As for funding the program, some say the seafood industry should pay through user fees, which it would pass along to consumers. We have urged that the program be financed the same way as meat and poultry inspection—with federal funds.

NFI believes the inspection system should include these elements:

- Certification of processing plants and ships, to ensure they can produce wholesome products with the processes and species they're using.
- Surveillance to ensure that plant operators are using HACCP procedures.
- Inspection of U.S. imports to make sure they adhere to U.S. standards. The USDA would perform port-of-entry and site-visit monitoring.
- Increased monitoring and enforcement to keep shellfish from being harvested from restricted waters.
- Monitoring of fishing waters for toxic substances resulting from industrial pollution, and restricting all fishing when toxins in an area exceed acceptable levels.
- Enforcement of labeling and packaging regulations to guard against misrepresentation through species substitution or short weights.

It will be a challenging task to develop such a system for an industry using many diverse processing methods to turn out hundreds of products in widely scattered small plants. That's why NFI is urging that legislation to set up the system be adopted before the 101st Congress adjourns in December 1990.

Serving safe seafood

Even inspected seafood can create problems if it's handled improperly during shipment or after it reaches your establishment. You have every right to demand that your suppliers obtain seafood from safe sources and that they handle your seafood products properly.

Fresh or previously frozen seafood should be kept refrigerated at 35 to 40° F. and used as quickly as possible. Frozen seafood should be kept at 0° F. or less.

Most food purveyors know that precooked rare roast beef presents a risk of salmonella, and rare pork, the risk of trichinosis. Similarly, raw or briefly cooked oysters and clams are riskier than ones that have been thoroughly cooked. Sushi and sashimi, of course, present more risk than broiled, fried, poached, steamed or barbecued fish.

For your raw molluscan shellfish, it's doubly important to have a reliable supplier. Make sure the shellfish have been harvested from "certified" waters. Many law-enforcement agencies believe that illegal harvesting from closed waters is a major problem in some areas of the country. If in doubt, ask your supplier to show you the certified shipper's tag that must accompany shellfish products. On shucked oysters, check for the shipper's number.

The FDA recommends that people with liver disease, cancer, diabetes, chronic gastrointestinal disease, AIDS/ARC/HIV infection or any other condition that impairs their immunity should not eat raw molluscan shellfish.

Store live shellfish in a shallow container covered with a damp towel. Never store them in water or in a plastic bag or other airtight container. Shellfish need air to breathe. Live mollusks will close up. If yours don't, they're probably dead; discard them.

FDA research has shown you can eliminate the hazards of parasites from raw-fish dishes by using fish that has been *commercially* frozen and then thawed. Even in Japan, much sushi is made from fish that has been frozen.

Don't thaw seafood at room temperature. Cut down on bacterial growth by thawing in refrigerated storage, preferably just long enough to separate the pieces. Or thaw in a microwave oven or under cold running water.

One of the greatest preventable risks of illness comes from cross-contamination—that is putting cooked products in contact with raw. Keep the two separate. If you take good care of your seafood, it will surely add to your economic success. ❑

#100

How to be a grate listener!

Many management gurus frequently (and loudly) lament the decline of listening skills. Although there are many books and articles written on the subjects of "how to be an effective speaker" and "how to really communicate with someone else," less attention has been devoted to the receiver in the communication process and what his/her responsibilities are in completing the communication cycle. (The communication cycle, you will recall, starts with a "sender," who transmits a message to a "receiver" through a "medium"—such as a memo, body language and gestures, voice only, etc. At some point, the sender receives some type of feedback from the receiver, which indicates that the message has been received and understood.) Let's take a look at the subject of listening and see what you can do to become a "really grate listener."

1. *Start by getting as close to the speaker as you possibly can.* If you're standing, move closer in, so that your noses are no more than two inches apart. If you are separated by a barrier, such as a desk, hurdle it or go around it, so that you can get close to the speaker. This really lets the speaker know that you are giving him/her your undivided attention.

2. *Look the speaker directly in the eyes* without wavering or blinking. Maintain that "lock" on the speaker's eyes for as long as the speaker engages your eyes. Don't break the gaze; let the speaker do it.

3. *When the speaker does look away, you can let your eyes roam slightly* around the speaker's face. Start in the middle of the speaker's forehead, and then slowly, but assuredly, let your eyes move clockwise to the speaker's left eyebrow, left ear, left jowl, chin, etc. If the speaker has a hair out of place or lint on the earlobe, feel free to reach out and remove it with pinpoint precision. This lets the speaker know that you are listening so intently that his/her total visage is of concern to you. Speakers really appreciate this kind of attention, because it helps them concentrate on what they are saying to you without distractions.

4. *After every sentence the speaker utters, repeat exactly what was said but preface it with the phrase, "Now did I understand you to say . . . "* This lets the speaker know that what was said has registered with you. It also gives the speaker the required feedback so that the communication process can continue.

5. *When repeating what the speaker said, forcefully intone all emotionally charged words, such as adjectives and adverbs.* Give minimal emphasis to fact-based words, such as nouns and verbs. This tells the speaker that not only do you have an understanding of what was said but you also have a *feeling* for what was said. That will make the speaker's day!

6. *Anticipate the ideas, points and key words the speaker is leading toward, and, in the spirit of helpfulness, say those ideas, points and words first.* The speaker will be ever so appreciative, because it further demonstrates your complete understanding.

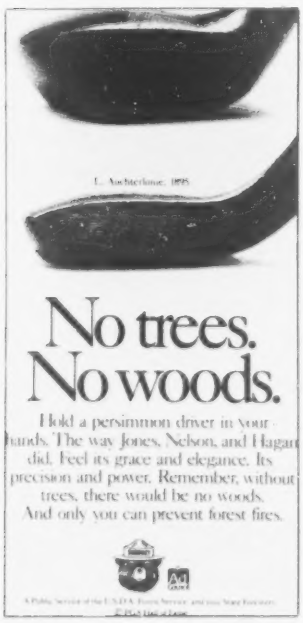
7. *When the speaker is in the middle of each sentence, smile and utter a series of "uh-huhs," "hm-hmms" and "I sees," so that the speaker knows he/she hasn't lost you as a listener.* Make those sounds as loud as possible, because the louder they are, the deeper your understanding.

8. *Use your facial expressions to provide feedback.* Squint occasionally, furrow your brow, purse your lips and flare your nostrils. This tells the speaker that he/she is really making an impression and that you are being responsive to what is being said. (Remember, you are only two inches away from the speaker, so all your expressions can be seen clearly!)

9. *After the speaker has finished communicating with you, give an on-the-spot critique of the substance and delivery of the communication.* The speaker really wants this type of feedback because it will aid him/her in being a better "sender" of communications in the future.

10. *At some later point—perhaps two hours later, the next day, or after a few days—ask the speaker to repeat the essence of what he/she said to you.* This request for repetition conveys your interest in what the speaker said. It is flattering to the speaker, and it gives him/her a chance to condense the earlier remarks to a pithy, incisive summary. Senders of communication love to repeat what they've said!

Fisher's Law #100: If you follow these guidelines, you will be widely known as a grate listener.


No trees.
No woods.
Hold a persimmon driver in your hands. The way Jones, Nelson, and Hagan did. Feel its grace and elegance. Its precision and power. Remember, without trees, there would be no woods.
And only you can prevent forest fires.

States legislate solid-waste measures

State and local governments are busy trying to manage the mounting solid-waste problem. Finding funds to pay for landfill closings and new methods of trash disposal—particularly modern incinerators—is a challenge that has prompted many legislators and regulators to seek new taxes and to raise refuse-collection and landfill-dumping fees.

A hands-on approach by the federal government is unlikely because governments at all levels view the issue as a state and local matter. Local governments in particular are believed to be best situated to respond to changing disposal conditions because of their proximity to the situation. At a recent solid-waste conference for government officials and representatives of the business community, attendees agreed that the federal government can contribute best in the future by playing a leadership role, especially through such entities as the Environmental Protection Agency and the United States Department of Agriculture.

Because the problem is local, solutions frequently are influenced by local political conditions. Long-term solutions, such as source reduction and increased recycling, require considerably less political capital than immediate solutions, such as siting new incinerators and landfills. The "not in my backyard" and "not in my term of office" syndrome has led to faraway disposal sites and substantially increased hauling costs. It is axiomatic that the greater the political capital necessary to resolve a problem, the greater the economic burden on the community, sometimes even specific segments of the community.

In Tulsa, Oklahoma, for example, restaurateurs have seen their solid-waste hauling costs increase by 200 percent to 300 percent this year. The city recently completed a $92 million waste-to-energy facility and, once the plant was finished, recalculated levels of waste generated by restaurants. The city determined that restaurants generated far more refuse than previously thought and used those findings to charge the higher rates. The Oklahoma Restaurant Association believes the study is flawed and is fighting the increased assessments.

In addition to raising hauling rates, governments increasingly are turning to new taxes on packaging to pay for solid-waste disposal. Fourteen states—California, Connecticut, Iowa, Illinois, Massachusetts, Maine, Michigan, Minnesota, North Carolina, New Hampshire, New Jersey, New York, Oregon and Vermont—were facing some type of packaging-tax legislation in May of this year. By mid-July, no taxes had passed, six were defeated, and the remainder were still undecided.

Also being considered are bans on certain types of packaging, ostensibly to reduce waste at its source and to help protect the environment. The high visibility of some foodservice packaging has led to several segments of the industry being singled out as major contributors to the solid-waste stream. This perception does not accurately reflect reality. The fact of the matter is that total foodservice packaging constitutes less than one-third of one percent of the waste in a typical landfill.

Because state restaurant associations and packaging-industry representatives have been working to educate state and local legislators, many potentially damaging bills were killed or put off until next year. Below are significant bills that have passed or are pending at the state level this year.

—Charles Dyke

State legislation

☐ **California:** *Recycling—A.B.1041* would require a Waste Management Board to study plastics collection, separation and recycling before July 1990. *Status*: Passed Assembly on June 1 and is assigned to Senate Committee on Appropriations.

A.B.939 would create the California Solid Waste Management, Source Reduction, Recycling, Composting and Market Development Act of 1989, which would declare state policy on solid waste. *Status*: Passed the Assembly on June 12 and has been assigned to Senate Committee on Governmental Organization.

Current state law requires counties to establish waste-management plans that seek to recycle 20 percent of waste. *A.B.2199* would include plastics reduction and recycling in county plans. *Status*: Passed Assembly June 26 but has not been heard in Senate yet.

Packaging—A.B.1171 would place limitations on use of nonbiodegradable, duplicative product packaging. *Status*: Bill has seen no action yet. *A.B.1332* would prohibit use of any plastic after January 1992 that is not degradable, as defined by Waste Management Board. *Status*: Bill has seen no action yet. *A.B.1796* would enact the Problem Plastics Act, which would impose a fee (unspecified amount upon unspecified persons) for each ton of "problem plastics" (as defined by Waste Management Board) distributed in state. *Status*: Bill has seen no action yet.

☐ **Connecticut:** *Recycling*—Mandatory recycling law passed in 1988 stipulates that by January 1, 1991, no landfill or incinerator may accept glass or metal food containers, newspaper, yard waste or motor oil.

Packaging—Originally written as tax-on-packaging measure, *H.6641* would now give commissioner of the Department of Environmental Protection authority to draft regulations governing volume of packaging material in waste stream, use of recycling labels and logos on packaging, and toxic substances in waste stream. Goal is to hold growth rate of per-capita garbage consumption to 0 percent. *Status:* Passed and signed into law.

☐ **District of Columbia:** *Recycling*—Mandatory recycling measure signed by mayor in 1989 requires households and businesses to separate all newspaper, glass and metal from waste stream by October 1, 1990.

☐ **Florida:** *Packaging—Solid Waste Act of 1988*, bans sale or use of polystyrene and plastic-coated paper products that are used for food consumption and not degradable within 12 months. *Status*: Law becomes effective one year after FDA-certified substitute for such materials is available.

H.B.1095 would require foodservice establishments in state agencies to use degradable materials where technically and economically feasible. *Status*: Did not pass before legislature adjourned.

☐ **Hawaii:** *Packaging—H.B.171* would prevent retail food establishments from selling or providing food or drink in plastic containers unless containers degrade within 120 days. *Status*: Did not pass before legislature adjourned.

☐ **Maine:** *Recycling—H.B.25* would encourage recycling and the development of recycling markets by imposing a three-cent tax on throwaway containers. *L.D.92* would create tax incentives for using recycled packaging. *Status*: Bills were combined into one comprehensive waste-management measure, *L.D.1431*, which was passed and signed into law. Tax-on-packaging component did not survive final draft.

Bill establishes statewide solid-waste recycling goal of 25 percent by 1992 and 50 percent by 1994. It provides tax incentives to recyclers. Bill also expands state bottle-return law to cover liquor, wine and all noncarbonated drink bottles (except milk and dairy products). Handling fee is increased by one cent.

☐ **Massachusetts:** *Recycling—H.B.1783* would place a three-cent tax on all packaging not recycled at a rate of 30 percent or greater by 1993. Recycling rate would increase to 50 percent after 1993. Exemptions from tax include deposit-covered beverage containers and packages that measure less than 2 by 2 inches—but not fast-service containers. *Status*: Bill has seen no action yet.

☐ **Michigan:** *Packaging—H.B.4083* would require fast food packaging to be degradable. *Status*: Bill has seen no action yet.

☐ **Nebraska:** *Recycling—L.B.764* would establish a solid-waste-reduction fund to launch recycling efforts in state. *Status*: Bill did not pass but is likely to return next year.

Packaging—L.B.325 (Degradable Products Act) would require that by January 1992, packaging of all retail and prepared-food items be degradable. *Status*: Bill passed but was amended to exempt restaurant packaging.

☐ **New Hampshire:** *Packaging—H.B.746* would impose a tax of four cents per container on all nondegradable packages. The bill would exempt food items for first three years. *Status*: Bill will carry over to 1990 session.

☐ **New York:** *Packaging—A.B.5582* would impose a three-cent packaging tax on nonreusable and nonrecyclable packaging materials. *Status:* Bill died this year.

☐ **North Carolina:** *Packaging—S.B.720* would prohibit the sale, distribution or use of polystyrene packaging unless recyclable or degradable within 24 months. *Status*: Bill has seen no action yet this year.

Recycling—H.B.1225 would impose an advance disposal fee of one cent per container on all nonrecyclables and a 50-cents-per-ton landfill tipping fee. *Status*: Bill is still in committee.

☐ **Oregon:** *Recycling—H.B.3278* and *S.B.990* would ban use of polystyrene in foodservice packaging. *S.B.353* would prohibit all state-run foodservice operations from using polystyrene packaging. *Status*: All three bills saw no action this year.

Recycling—H.B.3482 would place a surcharge of one-quarter of one percent on the wholesale price of disposable containers and establish solid-waste-policy review board. *Status*: Bill passed but tax component was deleted.

☐ **Pennsylvania:** *Packaging—H.B.753* would prohibit the sale of all foodservice packaging not classified as degradable by the Department of Environment. *Status*: Bill has seen no action yet.

☐ **Rhode Island:** *Packaging—H.B.5565* would require all beverages to be in containers that are fully recyclable and recycled at a rate of 85 percent or greater by 1992. *Status*: Bill passed the legislature and awaits the governor's signature.

Red-meat update

U.S. Department of Agriculture (USDA) statistics show that the decline in meat consumption has apparently leveled off. In restaurants, red-meat entrees are especially popular at upscale establishments and with older consumers.

Nutrition concerns prompted many consumers to cut down on their intake of red meat in the 1980s. However, recent government statistics suggest that the slide in red-meat consumption may be slowing, as red meat regains its popularity.

Consumption

For 1989 USDA forecasts that per-capita consumption of red meat (including beef, pork, veal and lamb) will be 135.4 pounds—down slightly from last year but virtually equal to 1987's consumption level.

Consumers are not eating all red meats equally, however. According to USDA, beef consumption has dropped since 1985—down from a high of 78.8 pounds in 1985 to 72.7 pounds in 1988. USDA forecasts the downward spiral to continue, with beef consumption projected to fall to 69.9 pounds in 1989.

Pork, on the other hand, has experienced a recent upsurge. Per-capita consumption reached 63.1 pounds in 1988—up from 59.1 pounds in 1987. This increased consumer interest in pork has been partly spurred on by the pork industry's "the other white meat" promotion program.

Consumption of other red meats is anticipated to remain stable. USDA projections show per-capita consumption of veal to be 1.4 pounds in 1989, unchanged from 1988 but down from 1.9 pounds in 1986. Lamb consumption is forecast to remain at 1.4 pounds in 1989, unchanged from 1988.

Prices

Beef and veal prices hit a four-year low in 1986, but have been on a steady increase since then. The Producer Price Index (PPI) for beef and veal increased 15.2 percent between 1985 and 1988. For the first half of 1989, beef and veal prices were 8.9 percent higher than they were during the first half of 1988.

The PPI for pork hit a four-year peak in 1987 but has since dropped below 1982 price levels. Between 1985 and 1987, wholesale pork prices rose 17.7 percent, but fell 9.5 percent from 1987 to 1988. They continued to fall during the first half of 1989, when they were 4.7 percent lower than they were for the same period in 1988.

Meat at restaurants

In 1988, red-meat dishes enjoyed a relatively high degree of popularity, particularly at upscale restaurants where meat-oriented entrees were ordered on 20 percent of occasions. In fact, red-meat dishes were as popular as fish and seafood, which were ordered on 21 percent of occasions, and more popular than chicken entrees, which were ordered on 10 percent of occasions.

At upscale eateries in 1988 where red-meat-oriented entrees were particularly popular, 64 percent of meat entrees were beef, 10 percent were barbecued ribs, 9 percent were veal, 7 percent were pork, 6 percent were ham and 4 percent were lamb and other meats, such as game.

As with overall beef consumption, interest in eating beef away from home has also waned. Beef-entree orders at restaurants fell 3 percent in 1988 and 7 percent in 1987, while total traffic gained 4 percent in the two-year period, reports NPD CREST. As a result, beef's share of total eater occasions* slipped at midscale and upscale eateries.

Of all beef entrees, steak was the favorite in 1988, accounting for 37 percent of total beef-entree orders, followed by roast/prime rib (22 percent) and ground/chopped steak (20 percent).

Pork: picking up

Although consumers have been showing less interest in ordering beef when dining out, pork is becoming more popular. CREST** data show that restaurant orders of pork entrees increased almost 30 percent between 1987 and 1988, with midscale and upscale pork entree orders each growing by more than 25 percent. Ham orders at restaurants have also been up, but by a smaller margin than for pork. Total orders of ham increased 1.7 percent between 1987 and 1988, largely a result of a 4.3 percent increase in ham orders at midscale establishments.

According to a 1988 study by the National Pork

**An eater occasion is one meal or snack eaten by one person; a restaurant occasion is a transaction that includes one or more diners.*

***CREST stands for Consumer Reports on Eating Share Trends, a diary survey conducted by one of the NPD marketing and research companies.*

Producer prices for meat, poultry & fish

Poultry prices have risen more in recent years than have prices for red meat and fish

Item	Percent change* in Producer Price Index (PPI)			
	1985–1986	1986–1987	1987–1988	1988–1989**
Beef & veal	(2.4)%	8.4%	6.3%	8.9%
Pork	12.1	5.0	(9.5)	(4.7)
Poultry	5.8	(11.4)	7.8	22.5
Fish & shellfish	9.0	12.1	6.2	2.1

**based on annual averages*
***year to date through June*
Source: Bureau of Labor Statistics

Per-capita consumption of red meat

The slide in red-meat consumption appears to be slowing down

	Pounds				
Year	**All red meat**	**Beef**	**Pork**	**Veal**	**Lamb**
1985	144.0	78.8	61.9	1.8	1.4
1986	140.2	78.4	58.6	1.9	1.4
1987	135.3	73.4	59.1	1.5	1.3
1988*	138.5	72.7	63.1	1.4	1.4
1989**	135.4	69.9	62.7	1.4	1.4

* = *preliminary*, ** = *forecast*

Source: U.S. Department of Agriculture

Producers Council (NPPC), 53 percent of foodservice operators offer fresh pork*** items somewhere on the menu—up from 46 percent in 1987—and 28 percent of operators said their usage of fresh pork had gone up in 1988. NPPC estimates that total pork volume for foodservice operators reached 4.0 billion pounds in 1988—up 1.1 percent from 1987.

Many restaurateurs foresee pork having a bright future at their establishments. Thirty-seven percent of operators in the NPPC survey are expecting orders for fresh pork to go up in 1989, compared to 6 percent who think pork orders will decrease. Fifty-seven percent feel that orders will remain unchanged from 1988.

Who is eating red meat, when?

On what days are meat-based entrees ordered? And who orders them? According to a new National Restaurant Association special CREST study, the answers vary from one type of red meat to another.

□ In 1988 most beef and veal entrees were ordered at dinner. About seven out of 10 steak, roast beef/prime rib and veal entrees were ordered at that time. In comparison, just more than 20 percent of orders for steak, roast beef/prime rib and veal entrees were placed at lunch.

□ Lunch was a more popular time for ground beef and pork orders. Four out

******includes fresh pork shoulder, fresh pork tenderloin, fresh whole loins/loin roasts, pork chunks/strips/hocks, fresh uncured ham, fresh boneless pork chops, or fresh ground pork.***

Focus on barbecue

Barbecued ribs and barbecued chicken appeal to different consumers at different times. In 1988:

□ Barbecued ribs were more popular among men, who accounted for 54 percent of orders. Conversely, barbecued chicken was slightly more popular with women, who consumed 51 percent of orders.

□ Both barbecued ribs and chicken were surprisingly popular among individuals 50 years old and older, who accounted for 38 percent of orders for both items.

□ Barbecued ribs were most popular at dinner; 71 percent of barbecued-rib orders were placed at that time. Twenty-four percent of barbecued-rib orders were placed at lunch.

□ Barbecued chicken was most often ordered at dinner, but not as often as ribs; 62 percent of barbecued-chicken orders were placed at dinner. The situation was reversed at lunch—chicken had more orders, with one out of three barbecued-chicken orders being placed at that time.

□ Barbecued ribs were usually ordered on the weekend; 45 percent of rib orders were placed on Saturday and Sunday. In contrast, 36 percent of chicken orders were placed on the weekend, and 30 percent of orders came on Thursday and Friday.

□ Both barbecued ribs and chicken were primarily eaten on premises. Almost seven out of 10 rib orders and six out of 10 barbecued-chicken orders were eaten within the establishment.

□ Barbecued ribs was the most popular red-meat entree to be consumed off premises; 24 percent of barbecued-rib orders were eaten at home.

□ One out of four barbecued-chicken orders was also eaten at home.

□ Barbecued ribs were more frequently ordered at barbecue restaurants than was barbecued chicken. About one out of four barbecued-rib orders was placed at a barbecue restaurant, compared to 11 percent of barbecued-chicken orders. In addition, 11 percent of total barbecued-rib orders were placed at Asian eateries. Fast-food chicken places received the largest percentage of barbecued-chicken orders.

Source: National Restaurant Association CREST study, 1989

Less beef on menus

Beef consumption is down, and the results of the National Restaurant Association's 1988 menu analysis* reflect this trend. In 1982 meat (beef, pork, lamb and veal) accounted for the largest percentage of entrees (35 percent), but by 1988 meat entrees accounted for a lesser 22 percent. The availability of beef steaks and prime rib declined over the six-year period—from 19 percent of entrees in 1982 to 12 percent in 1988. Pork ribs, however, experienced a slight gain, from 2 percent of entrees to 3 percent.

In the sandwich category, hot dogs, hamburgers and cheeseburgers maintained their presence on menus, while other beef sandwiches declined from 18 percent of all sandwiches in 1982 to 15 percent in 1988. Similarly, the number of pork sandwiches on the menus fell from 11 percent of sandwiches in 1982 to 7 percent in 1988.

Only appetizers experienced a gain in meat orders. In 1982, meat accounted for one percent of appetizers (excluding pate), but by 1988, 5 percent of the appetizers included beef, pork, lamb or veal. Ribs were the biggest gainer among meat appetizers. In 1982 only one menu offered ribs as an appetizer, but by 1988, seven menus did so. This growth in meat appetizers could reflect patrons' desire for smaller portions of meat.

**One hundred lunch and dinner menus were randomly selected for analysis from among those submitted to the National Restaurant Association's Great Menu Contest. Fifty were chosen from the 1982 entrants and 50 from 1988.*

GRAINS THEFT PART-TIME PRO

of 10 ground beef and pork entrees were ordered then.

□ Ham entrees were most frequently ordered at breakfast, when almost four out of every 10 ham orders were placed. Three out of 10 ham orders were placed at both lunch and dinner.

□ Saturdays and Sundays were the most popular days to order meat entrees. Almost four out of 10 meat main dishes were ordered on the weekend.

□ In 1988 steak, roast beef/prime rib and veal entrees were most likely to be ordered on a Saturday, when about one out of four orders was placed.

□ Pork entrees were most frequently ordered on the weekends as well, with 37 percent of orders coming on a Saturday or Sunday.

□ Sunday was the big day for ham orders. In 1988, 28 percent of ham-entree orders were placed on Sunday.

□ Meat entrees were usually consumed on premises. More than nine out of 10 steak, roast beef/prime rib and veal orders were eaten on premises, as were more than eight out of 10 ground-beef and ham entrees, and just more than three out of four pork entrees.

□ Pork was the meat most frequently consumed off premises. Fourteen percent of pork-entree orders were eaten at home.

□ All meat entrees were more popular with men than with women. Women contributed their greatest share in veal and pork-entree orders.

□ Meat dishes were especially popular with the over-50 crowd. These consumers ate almost half of all roast beef/prime rib, ground-beef, veal, pork and ham entrees. —*Nancy Michalski*

Spotlight on shopping-center restaurants

Shopping centers have been touted as the new "village green"—a place for people to meet and socialize as well as shop. Restaurants are playing an important role in this social mix, especially at larger centers where they bring in a high return on sales.

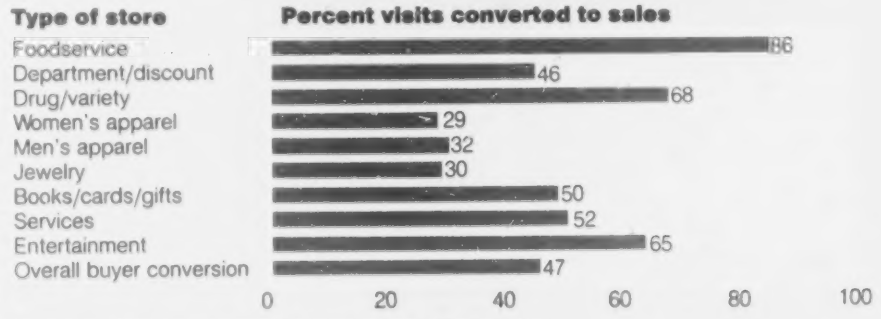
Born to shop. Shop 'til you drop. Those are just two colloquialisms that describe the fascination many consumers have with shopping. Many of today's largest shopping centers include more than 100 stores, making it possible for consumers to do all or a good portion of their shopping, socializing, exercising—and dining—in a single location.

Shopping centers are growing

The increased popularity of shopping centers can best be seen in their growth in numbers, size and sales. According to the National Research Bureau, the number of shopping centers increased 7.5 percent from 28,496 in 1986 to 30,641 in 1987. In addition, between 1986 and 1987 the gross leasable area (GLA) in shopping centers expanded 5.7 percent—from 3.5 billion square feet to 3.7 billion square feet, and retail

Buyer conversion rates at shopping-center stores in 1988

Foodservice outlets are the most efficient in converting visits to sales



Source: Stillerman Jones & Co., *1988 National Benchmarks*

Shopping-center shopper demographics

Like most activities, shopping in a shopping center is more attractive to some consumers than others. According to *1988 National Benchmarks*, in 1988:

□ The average shopping-center shopper was 38.8 years old and had an estimated mean income of $37,780 per year.

□ More than two-thirds of shopping-center shoppers were female (68 percent). Seventy percent lived in a house. More than half were married (53 percent), and 59 percent had no children at home.

□ Shopping centers had a high draw for people between 15 and 54 years of age and a low draw for individuals 55 years old and older.

□ Seven out of 10 shoppers went to a shopping center from home, and more than six out of 10 (64 percent) returned home after shopping.

□ More than 42 percent of shoppers went to the center to just shop in general or browse; 27 percent went to make a specific purchase and 21 percent went to a specific store.

□ In 1988 the average expenditure per shopping trip was $45.93. Women spent more on the average than men did, and those between 45 and 54 years of age spent the most of any age group.

□ Although almost half of all shoppers (48 percent) spent less than one hour in a shopping center, the average shopping trip lasted 74 minutes.

sales advanced 8.2 percent—from $556.5 billion in 1986 to $602.3 billion in 1987.

Restaurants are important tenants

Few people would contest that walking around a large shopping mall can make a person hungry. Foodservice establishments are, in fact, among the top tenants at many shopping centers.

The Urban Land Institute (ULI) found that in 1987 fast food and carryout establishments were the third-largest tenant in super-regional shopping centers,* while restaurants that served alcoholic beverages ranked 16th. On average, there were 5.5 fast food and carryout places and 1.7 alcohol-serving restaurants located in super-regional malls.

Moreover, ULI data showed that foodservice establishments provide a high return on sales for the space they occupy in the shopping center, particularly at large developments. Shopping-center operators divide the percent of restaurant sales contributed to the mall by the percent of total leasable area occupied by restaurants to determine the sales-to-leasable-area ratio. A ratio higher than one indicates that the percentage of contribution to sales is higher than contribution to space.

At super-regional shopping centers, foodservice establishments had a sales-to-leasable-area ratio of 1.11. Data from ULI showed that foodservice establishments occupied 8.5 percent of the gross leasable area available in super-regional shopping centers, but accounted for 9.4 percent of the centers' total sales. This high rate of return makes restaurants attractive to developers and planners of large shopping centers.

By comparison, restaurants located at smaller shopping centers tend to contribute a lesser share to a center's sales. At neighborhood centers, the smallest classification of shopping centers, foodservice establishments occupy 7.6 percent of the gross leasable area, but contribute a lower 5.3 percent of the centers' total sales. At regional shopping centers and community shopping

*A shopping center, as defined by the Urban Land Institute, is a group of commercial establishments planned, owned, developed and managed as a unit in a single location.

□ *A neighborhood center offers the sale of convenience goods and personal services for day-to-day living needs of the immediate neighborhood. It is built around a supermarket.*

□ *A community center is larger than a neighborhood center, and in addition to a supermarket, it is built around a junior department store, a variety store or a discount store.*

□ *A regional center offers general merchandise, home furnishings and a range of services and recreational facilities. It is usually built around one or two full-line department stores.*

□ *A super-regional center offers extensive general merchandise, apparel, furniture and home furnishings and has at least three full-line department stores, each occupying no less than 100,000 square feet.*

Selected income and expenses,* at shopping-center restaurants in 1987

	Amount per seat	Ratio to sales**
Total sales	$4,748	–
Total cost of sales	1,603	32%
Gross profit	3,130	68
Total income	3,173	69
Controllable expenses		
Payroll	1,229	25
Employee benefits	92	3
Direct operating expenses	266	5
Music & entertainment	11	***
Advertising & promotion	122	2
Utilities	170	3
Administrative & general	139	3
Repairs & maintenance	71	1
Total controllable expenses	2,318	46
Occupation costs		
Rent	308	7
Property taxes	20	***
Other taxes	37	1
Property insurance	62	1
Total occupational costs	408	10
Income before interest & depreciation	456	11
Interest	59	1
Depreciation	158	4
Restaurant profit	$ 245	6%

*Median values
**All ratios are based as a percentage of total sales.
***Less than one percent

Source: National Restaurant Association, *Restaurant Industry Operations Survey, 1988*

How restaurants contributed to shopping area sales in 1987

Restaurants at super-regional centers make the highest contribution to shopping center sales

Center type	Percent gross leasable area (GLA) occupied by restaurants	Percent total center sales from restaurants	Ratio of sales to GLA
Super-regional	8.5%	9.4%	1.11
Regional	7.0	7.2	1.03
Community	5.1	4.9	0.95
Neighborhood	7.6	5.3	0.70

Source: Urban Land Institute, *Dollars & Cents*

centers, which fall between super-regional and neighborhood centers in terms of size, the contribution of restaurants to sales is roughly proportional to the size of the space they occupy.

Hence, restaurateurs looking to locate in a shopping center should realize that their presence may be more welcome in a larger center, where the rate of return for space is usually higher than in a smaller shopping center.

Profits higher in shopping centers

Tableservice restaurants located in shopping centers enjoyed a higher profit per seat than did other tableservice respondents, according to the National Restaurant Association's *1988 Industry Operations Survey*.

□ Shopping-center restaurants had a median profit of $245 per seat, or 6 percent of sales, compared to tableservice restaurants, which posted a median profit of $213 per seat, or 5 percent of sales.

□ In 1988 the average check at shopping-center restaurants was $4, compared with $8 at tableservice restaurants. Despite the lower check average, shopping-center eateries had a higher sales per square foot than did tableservice establishments—$202 versus $171.

□ Restaurants located in or attached to a shopping center also had fewer full-time-equivalent employees—19 compared with 26 for tableservice restaurants and 29.5 for limited-menu restaurants.

□ The median total sales per full-time-equivalent employee was $29,815 for shopping-center restaurants, compared with $28,714 for tableservice establishments and $28,006 for limited-menu eateries.

Foodservice is tops in converting visits to dollars

Part of the reason why many restaurants in shopping centers post high sales for the space they occupy is that they convert more customer visits to sales than other stores within a center do.

According to *1988 National Benchmarks*,** more than one out of three people surveyed (35 percent) visited either a food court or foodservice establishment while in a shopping center. Foodservice establishments (including food courts) had the highest percentage of buyer conversion of all categories of stores. Almost nine out of 10 shoppers (86 percent) who stopped at either a food court or some other foodservice establishment made a purchase. In contrast, the overall buyer conversion for all shopping-center outlets was a significantly lower 47 percent.

Restaurants are likely to capitalize on the larger customer counts at a shopping center. Increasing the number of patrons in shopping centers can be a real boost for shopping-center restaurants because many consumers buy something to eat once they come to shop.

Snacking is popular with shoppers

According to CREST, in 1988 shopping was the third-most-mentioned activity undertaken prior to eating out. Twelve percent of all restaurant visits came immediately after shopping. Only home and work provided more restaurant customers.

Afternoon snacks were extremely popular with shoppers in 1988. Almost one out of four people (24 percent) who ate an afternoon snack at or from a restaurant shopped before snacking. Lunch was the second-most-popular meal to eat out after shopping, followed by morning snacks and evening snacks. CREST data indicate that shoppers frequented fast food restaurants the most, followed by midscale and upscale establishments.

Part of the popularity of quickservice restaurants and afternoon snacking may be attributed to the location. With numerous options to choose from, consumers can pick up a little something here or there when they are hungry.

—Nancy Michalski

Afternoon snack food preferences

What do customers buy when they snack in shopping centers? According to CREST, soft drinks were the most-often-purchased snack in the afternoon. Almost three out of 10 afternoon snack purchases (29.2 percent) were a soft drink, and almost all of those drinks (26.7 percent) were carbonated. Ice cream was the second most-popular afternoon snack, accounting for 23.8 percent of mid-afternoon munchies. Soft-serve ice cream (13.7 percent of purchases) was more popular than hard ice cream (10.2 percent) and frozen yogurt (6.2 percent). Also popular for satisfying afternoon cravings were french fries (9.3 percent), coffee (8.8 percent) and burgers (7.7 percent).

**National Benchmarks *is produced annually by Stillerman Jones & Company of Indianapolis. It presents a summary of shopper characteristics and shopping habits, based on the results of 33,300 shopper-intercept surveys. Because it includes all nonurban shopping centers and urban mixed-use centers, it offers a standard of comparison for shopping centers.*

The market for ethnic foods

Which ethnic foods are most popular with consumers when dining out? Who eats a specific ethnic food? What are consumer attitudes towards ethnic restaurants? Answers to these and many other questions are contained in a new National Restaurant Association study: ***The Market for Ethnic Foods in Restaurants.*** *The study, a national telephone survey of 635 individuals conducted in March 1989, identifies consumer preferences and attitudes for 19 ethnic foods.*

As ethnic foods and restaurants continue to climb in popularity, restaurant operators have more and more questions concerning the consumption of these foods in their dining establishments.

Consequently, the National Restaurant Association decided to research:

□ Which ethnic foods are most popular with consumers

□ Who orders ethnic foods in restaurants

□ How frequently these ethnic foods are ordered—both on and off premises

□ Consumer attitudes toward ethnic-food consumption in restaurants and

□ Characteristics of consumers' favorite ethnic restaurants.

According to the association's latest consumer attitude and behavior study, *The Market for Ethnic Foods in Restaurants*, three ethnic food categories dominate contemporary restaurant consumption patterns:

□ Chinese,

□ Italian (excluding pizza) and

□ Mexican.

The accompanying chart summarizes the popularity of the 19 different types of ethnic foods covered by the survey.

Which ethnic foods are being consumed at restaurants?

Chinese food is tops in popularity this year

Rank	Ethnic food	Proportion of respondents*
1	Chinese	88.1%
2	Italian **	78.9
3	Mexican	72.6
4	Greek	36.8
5	Latin America	32.7
6	Spanish	26.8
7	French	23.7
8	Caribbean	21.9
9	Japanese	21.0
10	Vietnamese	19.0
11	Russian	17.4
12	German	16.1
13	African	16.0
14	Indian	14.9
15	Middle Eastern	13.1
16	Thai	12.6
17	Scandinavian	11.7
18	Korean	10.8
19	Eastern European	9.8

* *eaten on or off premises sometime in the past and consumed on or off premises in the past month*

** *excludes pizza*

Source: National Restaurant Association, *The Market for Ethnic Foods in Restaurants, 1989*

Other study highlights:

□ Survey results indicate that several additional ethnic foods, such as Greek, Latin American, Spanish, French, Caribbean and Japanese, can be regarded as composing a second tier of consumer interest and behavior.

□ Middle Eastern, Thai, Scandinavian, Korean and Eastern European cuisines displayed low overall consumption patterns and were consumed by a small segment of the nation's population.

□ Consumers exhibited highest agreement with the statement, "People would eat more ethnic foods in restaurants if the dishes were described better and more accurately on the menu."

This key finding highlights the importance of the ethnic-food-menu communication process in stimulating the purchase of such foods at restaurants.

□ Ethnic foods with a strong interest level among consumers who had *never* eaten the given food from a restaurant include Caribbean, Scandinavian, Middle Eastern, Indian, Russian and African.

□ Consumers exhibited high agreement with the following statements:

- Most children do not like to eat in ethnic restaurants as much as do adults.
- I wish more ethnic dishes were available at family or moderately priced restaurants.
- I would try more ethnic dishes if they were available at restaurants.

□ Foods with a relatively high at-home preparation rate include Chinese, Mexican, Italian, German and Eastern European.

□ Most ethnic-food restaurants are meeting the expectations of most patrons. Consumers ranked these establishments high in friendly people and service, size of portions and food quality.

□ Ethnic-food restaurants were ranked low in variety of desserts and beverages.

—Hudson Riehle

To order the ethnic food study

The Market for Ethnic Foods in Restaurants is published in two volumes. Volume I (CS969) provides an extensive summary of results. Volume II (CS970) consists of detailed tables for those interested in using survey results for their own marketing plans.

Both volumes will be available in September 1989. The fee to association members is $27.50 per volume; to nonmembers it is $55 each. This includes shipping and handling charges (overseas orders require a 20 percent surcharge). All orders must be prepaid.

You may order by sending a check or money order to the National Restaurant Association Publications Department, 1200 17th Street, N.W., Washington DC 20036. For credit-card orders, call the association's information service and library between 9:00 a.m. and 5:00 p.m. (Eastern Standard Time) at 1-800-424-5156 or (202) 331-5960 in Washington DC.

Foodservice Market Measure–June 1989

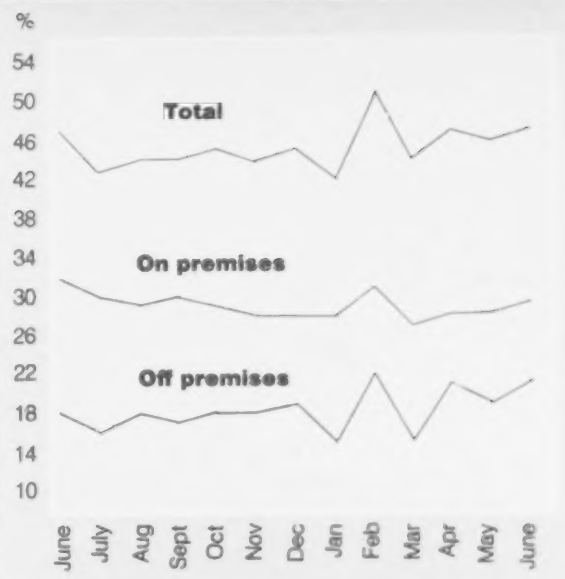
After tracking consumer behavior for one full year, the Foodservice Market Measure reveals that 47 percent of adults were foodservice patrons on a typical day in June 1989, which is identical to the proportion who reported they purchased a meal or snack in a restaurant, fast food place, cafeteria or other eating place 12 months earlier. This suggests that customer traffic is increasing no faster than the rate of adult population growth.

A look at on-premises versus off-premises patronage underscores the growing prominence of carryout. Twenty-one percent of adults reported that they were carryout or delivery patrons on a typical day this June, compared to 18 percent in June 1988. Although this difference is not statistically significant, quarterly data show similar changes, and these are significant because of their larger sample size. In contrast to increases in off-premises patrons, on-premises visits were down. Twenty-nine percent of adults visited an eating place on a typical day in June 1989, compared to 32 percent one year ago.

The growing propensity for off-premises consumption is most evident at dinner. In June 1989 nearly 46 percent of dinner patrons reported that they purchased a meal or snack for carryout or delivery, versus 54 percent who ate on premises. In comparison, in June 1988, 39 percent of dinner patrons reported they purchased carryout or delivery, versus 61 percent who were on-premises visitors.

Because of the growth in off-premises dinner purchases, dinner posted a strong showing in June 1989, with 23 percent of adults reporting they were foodservice patrons on a typical day. This is similar to the highest proportion—24 percent—who reported they were dinner patrons in July 1988.

Percent of adults who were foodservice patrons on a typical day



Source: National Restaurant Association Gallup Survey

Breakfast, on the other hand, posted a relatively poor showing in June 1989; only 4 percent of consumers reported they were foodservice patrons on a typical day. Although the difference is not significant, more than 5 percent had been breakfast patrons a year earlier. Moreover, the June 1989 figure is the lowest monthly ranking since the Market Measure began tracking behavior.

In June 1989, 20 percent of adults reported they were foodservice patrons for lunch on a typical day, compared to 22 percent in June 1988. Off-premises traffic is having less effect on lunch, with about one-third of patrons purchasing carryout versus two-thirds eating on premises. Overall, fewer adults were foodservice patrons for lunch than for dinner in June 1989, another indication dinner was the only meal enjoying a strong showing. ❑

—Susan Mills

Percent of adults who were foodservice patrons on a typical day in June 1988 and June 1989

Meal period	June 1988	June 1989	Change in percentage points
Breakfast	5%	4%	−1
Lunch	22	20	−2
Dinner	23	23	0
Snack	4	3	−1

Source: National Restaurant Association Gallup Survey

Foodservice Market Measure

The Foodservice Market Measure is based on 1,000 telephone interviews, conducted by the Gallup Organization each month, with a nationally representative sample of adults age 18 and older. Each person is asked the same questions:

1. Which of the following did you do yesterday?
   - ☐ Ate on the premises of a restaurant, fast food place, cafeteria or any other place where you purchased a meal or snack,
   - ☐ Purchased takeout food "to go" or had it delivered.
2. Was the food you ate on premises yesterday for breakfast, lunch, dinner or a snack?
3. Was the takeout food you purchased or had delivered for breakfast, lunch, dinner or a snack?

The monthly tracking of purchases is supplemented by quarterly inquiries on topics of industry interest.

1 NEW ENGLAND

Location: Enfield, CT
Association members: James Cudnik, Barbara Foley
Operation: Fat Belly Deli
Profile: Delicatessen
In business: 4 years
Seats: 36
Meals served: Breakfast, lunch

Enfield, Connecticut—between Springfield and Hartford—is a growing town, and business at the Fat Belly Deli is increasing accordingly. The deli offers a wide variety of sandwiches, salads and soups made on premises, including a lobster or seafood bisque. The Fat Belly Special is shaved steak, mushrooms, peppers, onions and cheddar cheese on a grinder roll. Table-service customers sit in oak booths in a room with ceiling fans, Tiffany lamps and drawings of comedians on the walls. Takeout customers can fax their orders in, if they choose.

The deli used to be open for supper, but now it limits itself to breakfast and lunch, to cut down on the workforce. Breakfast is the most popular meal on weekends; but during the week, breakfast and luncheon customers are about evenly divided, says manager **Barbara Foley.**

2 MID-ATLANTIC

Location: Lambertville, NJ
Association member: David Duthie
Operation: Yellow Brick Toad
Profile: Upscale restaurant
In business: 11 years
Seats: 270
Meals served: Lunch, dinner, Sunday brunch

The Yellow Brick Toad is a bucolic destination restaurant, with manicured gardens surrounding the building. The area is home to a small artists' colony, and there are art and antique shops in or near the town, which is a five-minute drive across the Delaware River from New Hope, Pennsylvania, and a 20-minute drive from Trenton, New Jersey.

Owner **David Duthie** describes his food as inventive American continental. One specialty features medallions of batter-dipped veal wrapped around slivered lobster tail, sauteed and served on a bed of spinach with a shallot-and-mushroom sauce. The menu also includes a page of wellness foods (appetizers through desserts), which are prepared without salt, refined sugar or saturated fats.

"This is about the best year we've ever had," says Duthie, but he adds that finding help in an area where unemployment is less than one percent is a huge problem.

3 SOUTH ATLANTIC

Location: Virginia Beach, VA
Association members: Thomas and Christopher Kyrus, Constantine Patselas, Joseph Zarenski
Organization: Lynnhaven Fish House
Profile: Upscale seafood restaurant
In business: 10 years
Seats: 125
Meals served: Lunch, dinner

At Lynnhaven Fish House, business is good all year round, in contrast to many other restaurants in this ocean-resort town that do well only in the summer.

Controller **Constantine Patselas** reports the restaurant caters to the "gray market." "They know food," he says, "and our quality is consistent." Most of the seafood served at the restaurant comes from local waters, with catches of the day a regular menu feature.

To let the town people know how much they are valued, the fish house holds a Commitment Day every February, with gross profits donated to a different local charity each year.

4 EAST NORTH CENTRAL

Location: Rochester, IN
Association members: Gloria, Larry, Lisa and Debbie Calhoun
Operation: The Streamliner Junction
Profile: One of two family-owned casual restaurants
In business: 25 years
Seats: 70
Meals served: Lunch, dinner

When **Larry Calhoun** was 14, he was a carhop at the original Streamliner, earning 25 cents an hour plus all the food he could eat. At 21 he bought the restaurant, at the junction of three highways, and has since done so well he's opened a second Streamliner in a central part of town.

The older Streamliner retains its 50s-style atmosphere, and carhops still serve those who want to eat in their cars. The specialty is the BCIT (best cheeseburger in town). The new Streamliner has only tableservice and offers a larger menu selection.

"Business is always good," says Larry Calhoun. He credits much of his success to an ability to find and keep good employees. "Many people have been with us 10 years or more," he says. "Almost all employees in management positions began with us when they were in high school, and 90 percent of our full-timers began as part-timers."

5 EAST SOUTH CENTRAL

Location: Knoxville, TN
Association members: William, Karen and Jane Kendrick
Operation: The Orangery Restaurant
Profile: Upscale restaurant
In business: 18 years
Seats: 150
Meals served: Lunch, dinner

The Orangery is a special-

occasion restaurant, with soft lights, starched linens, polished silver and upholstered silk-covered walls. It's a popular setting for ladies' luncheons, wedding receptions and bar and bas mitzvahs.

Business has been good, says business manager **Jane Kendrick.** "It's been a wonderful year."

Located in a business section on the west side of Knoxville, in a building it shares with shops, the Orangery has Palladian arched windows and wooden French doors taken from old homes and banks in the Knoxville area. Two courtyards—one paved with old brick, the other paved with black-and-white tile and with a fountain in the center—are used during wedding receptions. In addition to the main dining room, the restaurant features a drawing room, four private dining rooms, and a ballroom.

The menu offers classic dishes, such as a filet Perigaux—a filet filled with oysters and Stilton cheese and served with a watercress bearnaise sauce.

6 WEST NORTH CENTRAL

Location: Freemont, NE
Association members: Leonard and Lucinda Brester
Operation: Brestwood Inn
Profile: Casual family dining
In business: 24 years
Seats: 250
Meals served: Lunch, dinner

"Business is steady," reports owner **Leonard Brester** of his restaurant located in a farming community 30 miles from Omaha. The Brestwood Inn has two dining rooms, with buffet service in one and menu service in the other. The buffet features homestyle cooking, with casseroles, fried chicken, fish, and a favorite of customers—the boiled gizzards served with gravy.

The specialty on the fullservice side is a Swiss steak—breaded and smothered in a tomato sauce with vegetables. The restaurant is best known for its homemade soups and rolls.

A gift shop in the foyer of the building sells stuffed animals, bumper stickers and collectibles.

7 WEST SOUTH CENTRAL

Location: San Antonio, TX
Association members: Bill Lyons Jr., Linda Lyons, Curtis Winkler
Operation: Casa Rio Mexican Food
Profile: Restaurant serving Tex-Mex food
In business: 43 years
Seats: 300
Meals served: Lunch, dinner

Casa Rio is the oldest and largest Mexican restaurant on San Antonio's River Walk. It can be spotted by its colorful umbrellas that shade the tables on the veranda that overlooks the river. Casa Rio's prime location enables it to benefit from all the activities that take place in the immediate area, such as festivals, performances and riverboat rides. In fact, the restaurant often books boat reservations for its customers, arranging for pickup at the restaurant and catering the meal to be enjoyed en route.

Casa Rio's Tex-Mex specialties include a chile con carne made with cubed beef and pork, homemade corn tortillas using fresh *masa*, and a hot sauce made with fresh serrano peppers, tomatoes and cilantro.

The coming of a Sea World to San Antonio in 1988 has resulted in a steady growth in tourism during the summer months, but Casa Rio also relies on conventions to bring in year-round business.

8 MOUNTAIN

Location: Midway, UT
Association members: Jerry Sanders, Britt Mathwich
Operation: The Homestead
Profile: Upscale resort restaurant
In business: 3 years
Seats: 150
Meals served: Breakfast, lunch, dinner

The Homestead restaurant is part of a 60-acre resort nestled in a valley of the Wasatch Mountains, 45 miles south of Salt Lake City. The resort began as a place where people came from the nearby mining communities to soak in the mineral baths, known as "hot pots." Now visitors come not only for the thermal waters but also for skiing, golf, tennis, horseback riding, balloon rides and helicopter tours.

The restaurant complex includes a private club (where diners must be members to be served mixed drinks), a licensed restaurant (where alcoholic drinks must be mixed by customers) and five private meeting and banquet rooms. One of the private rooms—the Library—with its upholstered walls and red trim, seats only eight. All the dining rooms are clustered around a dance floor. Outside is a 40-seat deck with a view of a waterfall.

In years gone by, the resort was known for its fried chicken and mashed potatoes, a dish still featured on the menu for old times' sake. But the rack of lamb flavored with basil and Dijon mustard and served with mint au jus is more in step with the style of the present restaurant.

Owner **Jerry Sanders** says he has just enjoyed a fantastic year and that business has tripled since 1986.

9 PACIFIC

Location: Corbett, Or
Association members: Michaeline and Edward Stitch, Rhonda Holsti
Operation: Royal Chinook Inn
Profile: Midscale, casual restaurant
In business: 8 years
Seats: 150
Meals served: Breakfast, lunch, dinner

For the past 91 years there has been a restaurant of some sort on the site of the Royal Chinook Inn, 15 miles west of Portland in the Columbia River Gorge. When present owners **Edward** and **Michaeline Stitch** bought the inn, it was a tavern. They changed the emphasis and enlarged the building, adding big windows to the upstairs dining room to give diners a better view of the Columbia River below.

The inn's smoked salmon is the house specialty, and it's shipped all over the world.

The area, which has recovered from a five-year slump, is boosting business, which Stitch says has been "doubling in volume every year."

—Julie Fintel

PROTECTING THE ENVIRONMENT

Turning trash into cash

For years, workers in a Honda plant in Marysville, Ohio, watched the cardboard packaging that they removed from auto parts being picked up, combined with other trash and hauled off to a landfill. Five of those employees saw a chance to turn the cardboard into cash through recycling. They formed a group called the Waste Watchers and came up with figures that proved that the 50 tons of cardboard disposed of daily could make a tidy profit for the plant if sold instead for recycling. The workers took their plan to management, and after they worked out the details, the Waste Watchers' recycling project was okayed.

The plan proved its worth quickly. In the first 13 weeks, the recycling venture paid off $159,000 to Honda in profits and saved hauling fees. After the equipment is paid for, 90 percent of the profit will be directed to the group's department.

—Los Angeles Times

Salad days over?

Wilting sales and high costs are two of the reasons that fast food companies are cutting back or eliminating their salad operations. The Midwestern chain of Rax Restaurants, Inc.—considered the pioneer of the fast food salad bar—is backing away from its salad bars by offering fewer items. Burger King has made its salad bars optional for franchisees and eventually wants to eliminate them completely. Some industry experts point to consumers' renewed concern for cleanliness and food safety as a major cause of the downturn in salad bars' popularity.

—The Wall Street Journal

Recycling a new leaf

One man's garbage is another man's gold—or in this case—one woman's. Elli Myers of Thousand Oaks, California, has a very unusual way of disposing of her trash—she makes it into paper. Not your ordinary run-of-the-mill writing paper, but beautiful creations that she has crafted from ingredients as diverse as junk mail and geranium petals. It's not a difficult process, but one that Myers has elevated to an art form. First she cuts up the paper goods and boils them.

Then, she puts the gloppy mixture into a blender and—here's where the creativity comes in—she adds anything that she thinks will make an interesting type of paper. She has used pine needles, garlic skins, corn husks, sawdust—and once she created an especially beautiful batch with celery, carrots, parsley and onions (she was making chicken soup at the time). Myers spreads the mixture onto screens in her backyard to dry.

Although she works as a nurse, Myers has found her homemade paper to be a lucrative sideline; she displays and sells her paper at local art fairs and museums.

—Los Angeles Times

Creating beautiful ceilings

Textured ceilings, often called Hollywood or popcorn ceilings, first became popular in the 1930s in Southern California and Texas. Their rich, lustrous look has kept them popular with designers and decorators ever since. Attaining that textured look has often been expensive and time-consuming, because of the hand-brushing technique. But Ceilings Beautiful, a newly franchised company based in Ivyland, Pennsylvania, uses a spray-application technique to make the texturing process clean and quick—and inexpensive, too. Including cleanup, a 10 by 12-foot ceiling can be textured in two hours for a cost of about $200.

—Franchising World

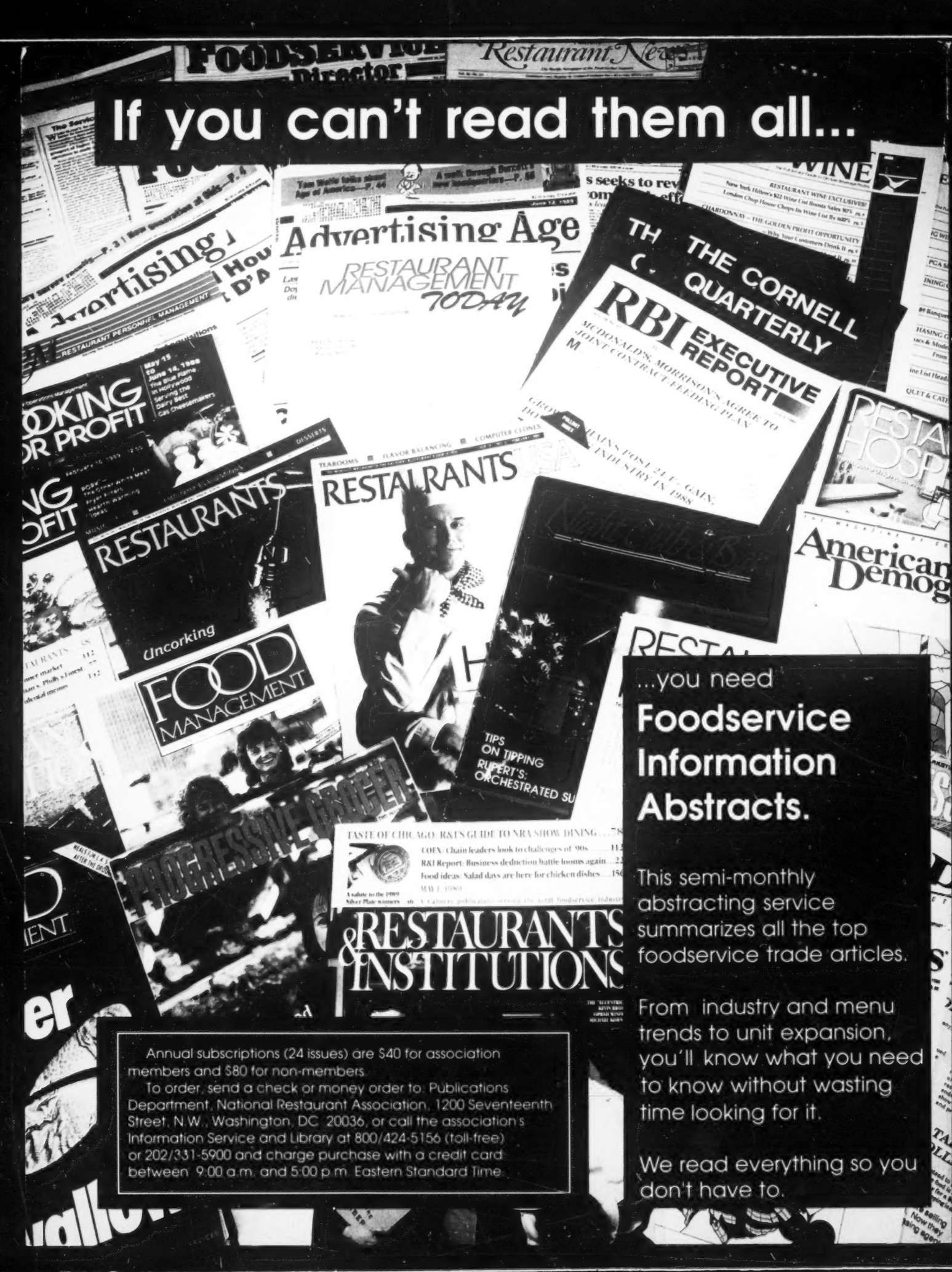
Fat under fire

In New Orleans, grease disposal is an issue that literally flew out of the frying pan and into the fire. It seems that the city that made Fat Tuesday famous is having trouble getting rid of its fat—cooking fat, that is. For 30 years, New Orleans' 1,500 restaurants have disposed of their grease by having it hauled to a suburban sewage-treatment plant. In mid-June, the plant's managers refused to accept any more of the grease, claiming that it killed the bacteria that treats the sewage.

Restaurateurs in the Big Easy faced a difficult problem—how to dispose of the 40,000 gallons of grease they collect each week from their famous fried foods. The only answer seemed to be to have the fat hauled to private landfills outside of the city, which will increase the cost of disposal from 2 cents to 9 cents a gallon.

Grease is under fire in southern California, too. About 2,500 restaurants in the South Coast basin will have to clean up their grease in order to comply with proposed air-quality legislation. The proposals call for installation of more-efficient exhaust hoods to collect pollutants (caused by burning fat) and grooved cooking griddles that allow fat to run off so it will not burn.

—The Washington Post and *Los Angeles Times*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